LEADING from *your* STRENGTHS
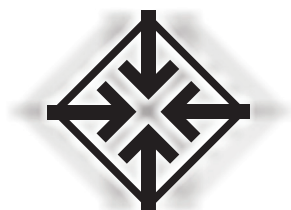
SUCCESSFUL STAFFING GUIDE

discovering uniqueness, developing unity

MINISTRY INSIGHTS

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SUCCESSFUL HIRING PROCESS

Finding, recruiting and retaining good people can be a difficult and time consuming process. But take heart! Using the Position Insights and the Leading From Your Strengths Profiles together will streamline your process and provide valuable information for making decisions about the position you want to fill and the candidates who apply. As you begin this process, here are some questions and points to consider.

This process is designed to answer these important questions:

1. Does management clearly understand the strengths needed in the job?
2. What strengths are needed in the position for superior performance?
3. Which candidates are best suited for the position based on their natural strengths?

CLEARLY DEFINING THE POSITION

It may surprise you to learn that one of the leading causes of employee dissatisfaction and high employee turnover is the lack of a clearly defined picture of a position before a person is even hired! Successful staffing starts with clarifying your expectations and defining the position.

First, review or prepare the job description and incorporate the following questions.

1. What is the nature or purpose of the position?
2. 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?
3. What are the most difficult aspects of the position as you see them?
4. What are the performance expectations for the position?
5. Reality Check: Are you looking for Superman or Wonder Woman?

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
   Aggressive – Step Up and Take Charge (or) Reflective – Step Back and Reflect
Processing Information
   Optimistic – Vision and More People Contact (or) Realistic – Details and Less People Contact
Managing Change and Pace of the Environment
   Predictable Paced – Finisher of Projects (or) Dynamic Paced – Starter of Projects
Following Rules, Procedures and Risk Taking
   Structured – Low Risk and Follows Rules (or) Pioneering – High Risk and Questions Rules

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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, 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 these behavioral factors impact the performance of the job, and
- It's important to get a clear picture of how much each of these behavioral factors is natural 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 available positions.

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

The process and tools used in this guide are designed to only be a small part of your overall hiring decision, typically no more than 1/3 of your staffing decision. By following the steps in this guide and utilizing a combination of the Position Insights Profile and the Leading From Your Strengths Profile (LFYS), you have a comprehensive and informative process that will identify the strengths needed in a position and allow you to compare candidates strengths to the needs of the position. A good working knowledge of the Leading From Your Strengths profile is advised prior to using the Position Insights Profile.

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 back fire and actually end up increasing your employee turnover, reduce morale and impact the effectiveness of your team and your business. 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.

THERE ARE THREE SECTIONS AND SIX STEPS TO THE SUCCESSFUL STAFFING PROCESS

1. Understanding and Using the Profiles
   - Step 1 – Identify the key stakeholders that will participate in the process.
   - Step 2 – Key stakeholders or committee review the job description.
   - Step 3 – Key stakeholders or committee complete the Position Insights Questionnaire.
2. The Screening and Selection Process
   - Step 4 – Screening Candidates
   - Step 5 – The Selection Process
3. Starting the New Employee the Right Way
   - Step 6 – Integrating the New Hire

All require effective communication and planning. One leads to the other and none of the parts can be shortened without compromising the overall success of the process.

> 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 Assessments come in!

SECTION 1 — UNDERSTANDING AND USING THE PROFILES

POSITION INSIGHTS PROFILE
This 13 page profile is designed to give the stakeholders or committee a clear and accurate picture of the behavioral demands of the job. This document will also serve as a tool for discussion and benchmarking.

LEADING FROM YOUR STRENGTHS PROFILE
This 22 page profile is designed to capture and report the strengths of each person applying for the position and be used to compare the candidates strengths to the strengths needed in the job.

This Position Insights Guide is designed to help the organization accurately assess and outline the strength demands of any position. This process contains four important objectives:

1. To gain a strong consensus and understanding among stockholders or committee members about the expectations of the position.
2. Provides the objective information needed to better understand the natural strengths needed in each one of the 4 factors (Problem Solving, Processing Information, Managing Change and Facing Risk) needed in the job.
3. Provides a clear understanding and outline of the strengths needed by candidates to excel in the specific position in question.
4. Helps establish a process to identify ideal candidates for the open positions.

If an individual hiring manager is completing the Position Insights Profile Questionnaire alone, it is always recommended that the hiring manager consider the input from others and form a stakeholder group or committee to go through the process.

Further, it is recommended that the individual hiring manager or others be familiar with the Leading From Your Strengths Assessment to gain the most

STEP ONE — IDENTIFY STAKEHOLDERS
Stakeholders: (consider a small group of 3-5 people for this step)

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 performance expectations.
4. One or two additional individuals the job will serve (Internal Customers).

STEP TWO — REVIEW THE JOB DESCRIPTION
1. Read the job description independently noting key points that need discussing for clarification and possible editing.
2. Discuss and resolve any key issues starting with the person on the left of the facilitator.
3. Make changes as needed to the current job description and review.
4. Once the final job description is complete, use this document and refer to it frequently to complete step 3.

If this position is new and no job description exists, then begin with a draft of duties, requirements and other information that will be helpful in drafting a job

STEP THREE — THE POSITION INSIGHTS QUESTIONNAIRE
1. Each stakeholder needs a copy of the job description and the Position Insights Questionnaire (Appendix A).
2. The facilitator instructs each stakeholder to individually rank block 1 and stop before moving on to the next block.
3. The facilitator will then obtain feedback from each stakeholder to gain a consensus.
4. The facilitator will mark the final consensus on his or her questionnaire for block 1 and instruct the stakeholders to move to block 2.
5. It is important that the facilitator keep stakeholders focused on the job description requirements while completing this process. "If the position could talk, what would it say?"

6. After gaining consensus on all 40 blocks, it is time to enter the data and generate the Position Insight Profile.

> Go to **www.justrespond.com** and enter the Position Insights response link you purchased at **www.ministryinsights.com** prior to starting this process. Follow the on-screen instructions to transfer the consensus questionnaire to the corresponding online response field. Once all 40 blocks have been entered, press "submit."
>
> The Position Insights Report will be immediately generated and e-mailed to the designated address. The report can be displayed as well as printed and

7. Print the Position Insights Profile using Adobe Acrobat Reader and discuss the report with the stakeholders. It is important that everyone agrees on the overall profile of the position before moving forward.

CONSIDER THESE QUESTIONS:

1. Based upon the Position Insights Profile, does the profile and job description line up?
   - If the culture of the organization has cultural expectations, stakeholders will try and engineer these expectations into the job. This could create a disconnect between the Position Insights Profile and the job description and draw a flag in the Conflicts indicator section of the profile.
   - If only a single individual responds to the Position Insights Questionnaire, then their personal bias and strengths that they would use to do the job might be skewing the results.
2. Based upon the Position Insights Profile, is there anything that needs to be added to or changed within the job description?

Now that you have a complete and validated job description and the Position Insights Profile, you are ready to start recruiting. Determine what method you will use to let others know you are seeking to fill this position.

SECTION 2 — THE SCREENING AND SELECTION PROCESS

The screening and selection process should have several steps that will culminate in the final selection. Each step should add value, follow your church or company policy, if applicable, and be fair and balanced for all applicants.

STEP FOUR — SCREENING CANDIDATES

> The Stakeholders will need to establish a pre-screening criteria or minimum qualifications before this step of the process can proceed.

1. Evaluate each candidate against this criteria, one category at a time. This will help you determine who of the candidates meet the minimum qualifications and who does not. Those who do not meet the minimum qualifications must not be considered further. Of the remaining qualified applicants, determine who are your top or most qualified candidates based upon the pre-screening criteria.
2. Once the selection process has narrowed the applicant pool to a small number, typically 3-5 finalists, have the final candidates take the Leading From Your Strengths Profile. You will need to purchase one Leading From Your Strengths Profile for each candidate. You can purchase assessments at **www.ministryinsights.com.**
3. Give each candidate, or the top candidates you will consider, a Leading From Your Strengths Profile 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 at the email address used during the online order process.

STEP FIVE — THE SELECTION PROCESS
1. Make certain that your top candidates have taken the Leading From Your Strengths Profile, and the hiring committee or hiring manager has each candidate's report on hand for the meeting. The candidates are not present at this meeting.
2. As a group, compare the top candidate's assessment to the Position Insights Profile and identify similarities and differences. Structure candidate interview questions from the reports if more interviews are necessary. The last page of the Position Insights Profile provides some sample questions.
3. Compare the candidate's Natural Strengths Chart and its degree of similarity to the Position Insights Strengths Chart. A close Natural Strengths Chart match indicates that the candidate's core strengths is compatible with the position requirements.
4. Reach an overall agreement on the best "match" for the position.

The Position Insights and Leading From Your Strengths profiles are tools to help you make a better selection based upon the need for superior performance. Once you have completed the various steps in your selection process, it is time to make the offer and determine the appropriate start or hire date.

SECTION 3 — STARTING THE NEW EMPLOYEE THE RIGHT WAY

Now that the employee has been selected, the start date determined and you are ready to reap the results, don't forget about this last step. It is best to take the first day on the job and establish the expectations. Just as you wouldn't think of the new employee starting the job without knowing where he/she will be working, introducing them to their co-workers or others and providing a tour and explanation of the activities, there is still one more important step that is critical to successful staffing. It's all about building a good relationship with the employee from day one.

STEP SIX — THE FIRST DAY ON THE JOB

Meet with the new employee to talk about the expectations of the position and begin to understand how the employee's natural strengths will affect their success on the job. Also make plans to review the position and the employee's progress periodically in the future and keep the lines of communication open.

1. The hiring manager should use the job description, the Position Insights Profile and the new employee's Leading From Your Strengths profile to provide the background and foundation for the future. Now that the employee is part of the team, help him or her understand what the Leading From Your Strengths profile means and how it fits within the organization. If the team approach is used, commit to scheduling a day in the near future when other team members can share their strengths with the new employee and begin to understand the strengths of the new employee.

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 Team-building Session. This interactive process will help the team through the new leadership transition.

3. If the candidate is a team member it 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.ministryinsights.com/teambook.pd**f.

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.

Appendix - Position Insights Questionnaire

1. Each stakeholder needs a copy of the job description and the Position Insights Questionnaire.
2. The facilitator instructs each stakeholder to individually rank block 1 and stop before moving on to the next block.
3. The facilitator will then obtain feedback from each stakeholder to gain a consensus.
4. The facilitator will mark the final consensus on his or her questionnaire for block 1 and instruct the stakeholders to move to block 2.
5. It is important that the facilitator keep stakeholders focused on the job description requirements while completing this process. "If the position could talk, what would it say?"
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CONSIDER THESE QUESTIONS:

1. Based upon the Position Insights Profile, does the profile and job description line up?
   - If the culture of the organization has cultural expectations many time stakeholders will try and engineer these expectations into the job. This could create a disconnect between the Position Insights Profile and the job description and draw a flag in the Conflicts indicator section of the profile.
   - If a single individual responded to the Position Insights Questionnaire their personal bias and strengths they would use to do the job might be skewing the results.
2. Based upon the Position Insights Profile, is there anything that needs to be added to or changed within the job description?

Position Insights Questionnaire

This process will assess the strengths that are needed for successful completion of a particular job. It allows the selection committee to focus on the strengths demands of the job itself, NOT the strengths of the person who will perform the job. Consequently, when responding to the questions, the focus must be an objective view of the job, based upon the current or revised job description. **If the JOB could talk, this is the way it would rate the statements.**

Before completing the questionnaire, a word of caution is in order. As tempting as it may be to answer the questions in terms of how you perform in the position or how you would like to perform in it, do not allow yourself to lapse into that mind-set. The quality of the data is contingent upon your ability to answer the questions in terms of what the job requires for superior performance, not on how people currently perform in the position.

When thinking about this position, there are three voices that you will hear:

1. The voice of how the work is currently being performed
2. The voice of how you would like the work performed
3. The voice of the job description telling you how the work should be performed

Do your very best to listen to the third voice when completing this questionnaire. Only the third voice will speak clearly about how the work should be performed based upon the job description.

Ensure each committee member receives a copy of this questionnaire. Then elect a facilitator and a record keeper. Instruct each committee member to individually rank block 1 and stop. The facilitator will then obtain feedback from each committee member and gain a consensus. The record keeper will then mark the consensus for block 1 on their questionnaire and proceed to the next block. Continue this process until all blocks are completed.

Example
For each statement, indicate your response on the scale provided by selecting a number between 1 and 6.

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1. Changes in priorities are

Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

After the consensus questionnaire is completed the facilitator will need to obtain a Position Insights Profile code from **www.ministryinsights.com**. Then the facilitator will enter the consensus questionnaire online to obtain the Position Insights Profile results.

Position Insights Question-

For each statement, indicate your response on the scale provided by selecting a number between 1 and 6.

1. Changes in priorities are

Extensive   Very Limited

(1)   (2)   (3)   (4)   (5)   (6)

2. The need for high quality controls is

Extensive   Very Limited

(1)   (2)   (3)   (4)   (5)   (6)

3. Initiating new objectives is

Extensive   Very Limited

(1)   (2)   (3)   (4)   (5)   (6)

4. The necessity for networking is

Extensive   Very Limited

(1)   (2)   (3)   (4)   (5)   (6)

5. Concentrating on one task at a time is

Extensive   Very Limited

(1)   (2)   (3)   (4)   (5)   (6)

6. The necessity for detailed organizing is

Extensive   Very Limited

(1)   (2)   (3)   (4)   (5)   (6)

Position Insights Question-

For each statement, indicate your response on the scale provided by selecting a number between 1 and 6.

7. The need for a sense of urgency is

Extensive   Very Limited

1   2   3   4   5   6

8. Repetitive tasks are

Extensive   Very Limited

1   2   3   4   5   6

9. The need to generating enthusiasm is

Extensive   Very Limited

1   2   3   4   5   6

10. Challenging assignments are

Extensive   Very Limited

1   2   3   4   5   6

11. The need to exhibit steadiness is

Extensive   Very Limited

1   2   3   4   5   6

12. The extent to which unpopular decisions need to be made is

Extensive   Very Limited

1   2   3   4   5   6

Position Insights Question-

For each statement, indicate your response on the scale provided by selecting a number between 1 and 6.

13. Initiating action with strangers is

Extensive   **Very Limited**

(1)   (2)   (3)   (4)   (5)   (6)

14. Expediting action is

Extensive   **Very Limited**

(1)   (2)   (3)   (4)   (5)   (6)

15. The necessity for long-term stability is

Extensive   **Very Limited**

(1)   (2)   (3)   (4)   (5)   (6)

16. Analysis of data and facts before acting is

Extensive   **Very Limited**

(1)   (2)   (3)   (4)   (5)   (6)

17. Time to think is

Extensive   **Very Limited**

(1)   (2)   (3)   (4)   (5)   (6)

18. Working with established and stable procedures is

Extensive   **Very Limited**

(1)   (2)   (3)   (4)   (5)   (6)

Position Insights Question-

For each statement, indicate your response on the scale provided by selecting a number between 1 and 6.

19. Concentration on details is

Extensive   Very Limited

1   2   3   4   5   6

20. The freedom to innovate is

Extensive   Very Limited

1   2   3   4   5   6

21. The necessity for a clean and organized work station is

Extensive   Very Limited

1   2   3   4   5   6

22. The necessity for negotiating is

Extensive   Very Limited

1   2   3   4   5   6

23. Initiating change is

Extensive   Very Limited

1   2   3   4   5   6

24. The necessity for decision-making is

Extensive   Very Limited

1   2   3   4   5   6

Position Insights Question-

For each statement, indicate your response on the scale provided by selecting a number between 1 and 6.

25. Fluctuating priorities are

Extensive   Very Limited

(1)   (2)   (3)   (4)   (5)   (6)

26. The amount of face-to-face communication/conversation is

Extensive   Very Limited

(1)   (2)   (3)   (4)   (5)   (6)

27. The amount of change in responsibilities are

Extensive   Very Limited

(1)   (2)   (3)   (4)   (5)   (6)

28. The frequency of presentations is

Extensive   Very Limited

(1)   (2)   (3)   (4)   (5)   (6)

29. The frequency of new assignments is

Extensive   Very Limited

(1)   (2)   (3)   (4)   (5)   (6)

30. The necessity for following procedures to perfection is

Extensive   Very Limited

(1)   (2)   (3)   (4)   (5)   (6)

Position Insights Question-

For each statement, indicate your response on the scale provided by selecting a number between 1 and 6.

31. The necessity for persuasive communications is

Extensive   Very Limited

1   2   3   4   5   6

32. The need for work to be completed right the first time is

Extensive   Very Limited

1   2   3   4   5   6

33. Being a part of an established team is

Extensive   Very Limited

1   2   3   4   5   6

34. Establishing steady work habits is

Extensive   Very Limited

1   2   3   4   5   6

35. The necessity for influencing others is

Extensive   Very Limited

1   2   3   4   5   6

36. The necessity for using caution is

Extensive   Very Limited

1   2   3   4   5   6

Position Insights Question-

For each statement, indicate your response on the scale provided by selecting a number between 1 and 6.

37. Achieving results in the face of adversity is required

Extensive   Very Limited

(1)   (2)   (3)   (4)   (5)   (6)

38. The need to verbalize thoughts and ideas is

Extensive   Very Limited

(1)   (2)   (3)   (4)   (5)   (6)

39. Results based on overcoming obstacles is

Extensive   Very Limited

(1)   (2)   (3)   (4)   (5)   (6)

40. The need for optimism is

Extensive   Very Limited

(1)   (2)   (3)   (4)   (5)   (6)