

Best Practices for Interviewing Staff Members and VP Level Positions



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Setting up the Interviews



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Setting Up the Interviews

- How many to Interview?
 - Cull the candidates list via zoom to 3-4.
 - Need more than 2
 - More than 4 will take up too much time
- Schedule at least a half a day for each candidate
- Make sure you've prepped as far as materials (more on this next)



Prepping Materials



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Background Checks

- This is different than CEO but still needs to be done
 - Criminal
 - Driving
 - Credit (not as important)
- National Companies that perform background checks
 - HireRight
 - GoodHire
 - Reference Services





Personality Profiles

- MBS – Management by Strengths
 - Enhances teambuilding
 - Can be found at www.strengths.com
- Creates color coded temperament trait charts
 - Red
 - Blue
 - Green
 - Yellow





MBS Temperament Traits



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Overview of the 4 Temperament Traits

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Directness (Red) Characteristics of the High D	Extroversion (Green) Characteristics of the High E	Pace (Blue) Characteristics of the High P	Structure (Yellow) Characteristics of the High S
A. Focus is on results, being in control, solving problems. B. They act on their environment rather than reacting to it. C. Naturally self-confident, high ego people. D. Hard driving and decisive. E. They are candid (which others may take as criticism). F. Take pride in solving problems. G. Hate having anyone looking over their shoulder.	A. Focus is on people. B. Outgoing, friendly, cheerful. C. Talkative, fluent. D. They like people and want to be liked in return. E. Usually are enthusiastic and pleasant. F. Natural delegators (of both detail and responsibility). G. Like teamwork, will involve people	A. Focus is on timing, harmony and cooperation. B. Appear calm, cool and controlled under pressure. C. Have a long fuse. D. Do not like to be rushed at the last minute ... plan ahead. E. Noted for good memory and being a good listener. F. Time, schedules and deadlines are important. G. Steady, easygoing and relaxed.	A. Focus is on being right and doing right; hate to make mistakes. B. Naturally good organizers. C. Usually careful and accurate. D. Will double-check themselves and others. E. Like to gather many facts before making a decision. F. Actively resist change (unless reasons are explained & valid). G. Appreciate knowing the rules, expectations and instructions.
Working with Direct People	Working with Extroverted People	Working with Paced People	Working with Structured People
A. Be direct and to the point. B. Explain WHAT. C. Focus on results and control. D. Support their goals. E. Talk about taking action. F. Provide freedom and options. G. Act businesslike, time conscious and factual.	A. Be interactive and enthusiastic. B. Explain WHO. C. Focus on people and teamwork. D. Support their intentions. E. Talk about people & opinions. F. Provide feedback. G. Act friendly, open and flexible.	A. Be calm and under control. B. Explain WHEN. C. Focus on timing and harmony. D. Support their schedule. E. Talk about cooperation. F. Provide deadlines and agree as to "when". G. Act patient and unhurried.	A. Be detailed with facts in writing. B. Explain WHY. C. Focus on doing the right thing. D. Support their methods. E. Talk about documented facts. F. Provide opportunity to ask questions and check the facts. G. Act organized and specific.
D Below the line: Non-threatening	E Below the line: Private	P Below the line: Urgent	S Below the line: Flexible
A. Low key. B. Non-threatening and Non-intimidating. C. Often are modest.	A. Use fewer words. B. LIKE PEOPLE, but in smaller groups (one on one). C. May wish High E would use fewer words.	A. Have a great sense of urgency to accomplish goals. B. Often rushing at the last minute. C. Not as good a listener.	A. Dislike details and will delegate them to others. B. Independent. C. Can adjust the rules to reach goals.

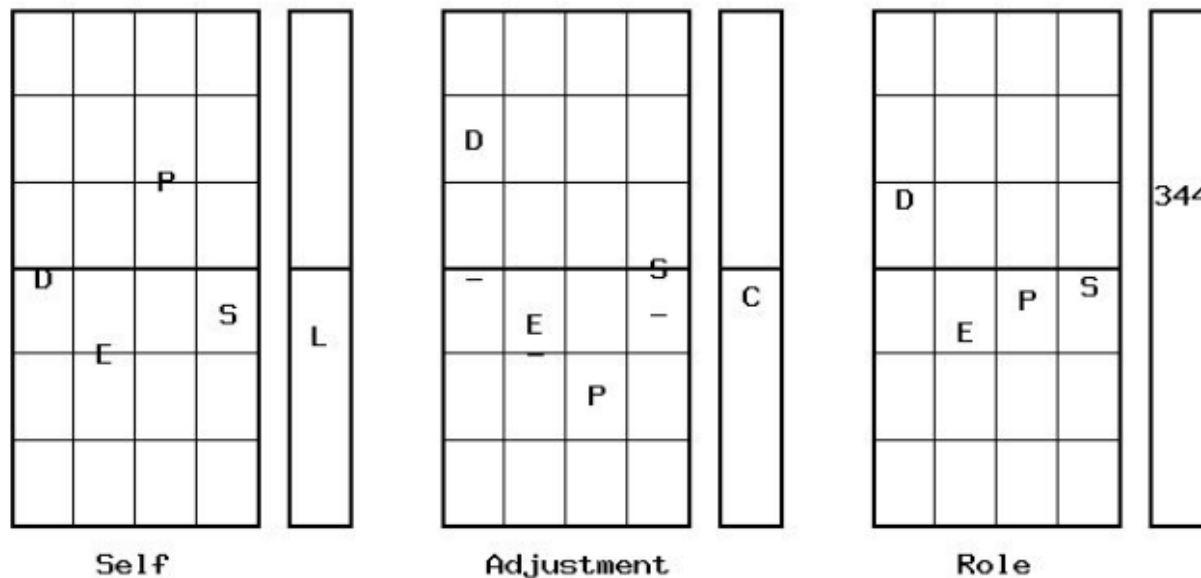
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Profile Report

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Listen to a short explanation of your Blue graph



Description of Strengths:(BLUE Color Code)

Harmony oriented, friendly, easy-going, rhythmic, naturally a good listener, good memory, persistent, timing is important, likes to avoid being rushed, has a long fuse and tends to hold things within, flexible, and prefers freedom to adjust schedule, likes to work with people one on one, introspective, likes time to think and plan. [Self](#), [Adjustment](#) and [Role](#).

Combination of Strengths:

D/E: Candid, teller, analytical, creative.

P/S: Less care to details or structure.

Motivation by Strengths:

-D (-3): non-intimidating style

-E (-24): privacy

P (24): harmony, cooperation, timing

-S (-13): independence



MBS Temperament Traits

- Communication Styles
 - **RED** – Very direct communication style, tie things to results and let them decide
 - **BLUE** – Calm and controlled, be friendly when you interact with them
 - **GREEN** – Team oriented and great sales people, communication with them should include interaction and discussion
 - **YELLOW** – Tend to focus on being right, very organized, do better with facts and things written out



Interviewing Process



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How to Interview

- Multiple Settings
 - Formal Interview
 - Stress Questions, Competency Questions
 - Community Tour
 - Competency Questions
 - Meal
 - Personality Questions

Why?

- Make sure the first candidate or two know this process will take awhile





Reference Checking

- References are Important... BUT
 - Nobody puts references down that will sell against them
 - Even if they wanted to tell you truth many will not
 - So also try to find one or two people you know from area and call them
- Remember being local is not an advantage!



Differences Between Interviewing for a CEO and a VP



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How is it Different? How is it the same?

- Differences

- CEO you are being selected by a group (i.e search committee, board) while VP is being selected by you and reports only to you
- Board interaction is not needed
- Staff interaction is more appropriate
- Less about IQ and more about passion, culture fit, and skills they bring to the team

- Similarities

- Public position so you have to trust these candidates to still be a reflection of you around the community
- Selling the community and the position as much as the candidate is selling you



Pay and Benefits



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Pay and Benefits

- Typical Benefits
 - 3% match IRA
 - Health Insurance
 - Vacation (2 weeks)
 - Car allowance usually included for VP level (\$400)
 - Relocation assistance (up to 10k reimbursed)
 - Cell phone (optional)
- Salary
 - Keep in mind room to increase!
 - Bonuses and Incentives are usually important to candidates
 - Try to always have a back-up candidate you are comfortable with



Key Takeaways



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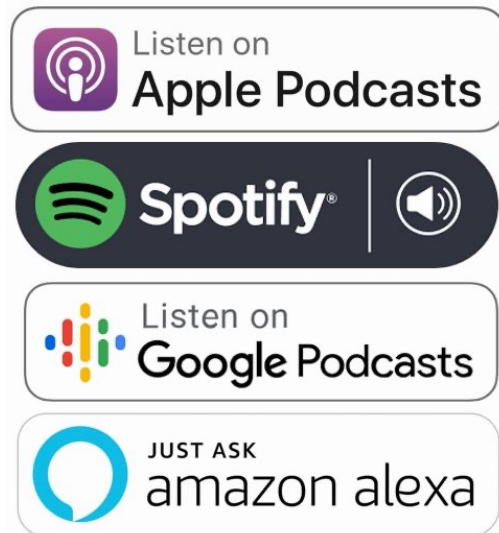


Key Takeaways

- You already have your culture built so this is as much about finding the right fit as experience
- Try and see these candidates in all 3 interviewing settings
- This person reports to you so the hire is completely your decision
- Its still a candidates market so always be selling and offer competitive benefits



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