



Job Fit Consulting Guide

Nina Royals

Position: Agent: Mega
Completed: February 10, 2022



The information contained in this report and all other information available about any person should be considered as a whole. It should never be used as the sole basis for making a hiring, developmental or promotional decision. This report is intended to be used in accordance with all applicable laws, compliance with which is the responsibility of the employer.

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How to Use this Guide

Making a decision to hire a candidate or not has long-lasting implications for both the organization and the candidate. In making a decision, the factors for consideration include knowledge, skills, track record, personality, fit with company culture, and references.

To make the most informed decision possible about whether Nina is a good fit for the Agent: Mega job this guide provides:

Interviewer Prep Notes

- Instructions on how to prepare for and conduct the interview, as well as decision point scripts

Scripts

- Questions to be used in the interviews, with room for notes

Forms

For these steps in the Career Visioning Process:

Step Two: Interviews	1. Job Fit Verification	<input type="checkbox"/>
	2. Thought Process	<input type="checkbox"/>
	3. Life Story	<input type="checkbox"/>
	4. Motivational	<input type="checkbox"/>
Step Three: Perspective	5. Group	<input type="checkbox"/>
	6. References	<input type="checkbox"/>
	7. Defense	<input type="checkbox"/>
Step Four: Commitment	8. Expectations Dialogue and Offer	<input type="checkbox"/>

1: Job Fit Verification Interview

Review the three steps below before you conduct the interview.

Step One: Prepare for the Interview

Thoroughly review the Job Fit Report for Nina.

Study the script and probing suggestions for Nina; edit the questions and add your own if necessary.

Check your mindset—your goal is to be objective.

- **Stay neutral, curious, and *listen***
- **Watch your body language** – don't nod, agree, cross arms, or lean forward or back
- **It's not a conversation** – other than asking questions, don't engage with Nina and share personal experiences

Step Two: Conduct the Interview

Welcome Nina to the interview and make Nina comfortable:

Nina, thank you for coming in today. The reason I wanted to meet with you is to get to know you better, and understand some of the things that are important to you. At the end of our discussion, we can both determine if it makes sense to continue our conversation.

Introduce the verification process and set expectations:

I'm sure you are curious about the Keller Personality Assessment (or KPA) you completed for us, and I am excited to share the results. The report we have received describes your unique combination of traits. Each trait has beneficial aspects, so remember that there is no good or bad combination of traits! My goal is to truly understand who you are and how you operate, and review and edit the report together to get a custom report that is all about you. You are going to hear some great things about yourself—be proud of who you are! Ready to get started?(*Big Smile!*)

Follow the instructions for the **Job Considerations, Operating Style and Descriptive Review**, beginning each section by reading the heading and the purpose of the section.

Take notes throughout the interview, capturing words and phrases Nina uses as exactly as possible.

Step Three: Decision Point

Decide if Nina is a good fit with the Agent: Mega job.

Verify the report with Nina, recording Nina's responses in the Candidate Report Rating.

On a scale of 1 to 10, how would you rate this report?
Specifically, what was most accurate?
What would you say was least accurate?
Overall, do you have any comments or feedback on the report?

STOP if Nina is *not* a match, and exit with class:

Thanks so much for your time today! I've really enjoyed getting to know you. We are in the process of interviewing several other candidates, and will be in touch (*provide a date if possible and follow up with a call or email to let Nina know Nina did not get the job*).

(*Or, refer to the job ranking*) This role would not make the best use of your talents as you can see, (*show Nina Nina's Job Match Rating*) but this/these roles would be an excellent fit (*show Nina Nina's Job Match rating for the role/s*). (*If you are hiring for that role or can refer Nina to someone who is*) I would be happy to talk to you about that opportunity.

Respond to possible questions:

What's the next step?

- I'll review the edits we made today in line with the Job Profile and determine if we have a match.

What's the report for?

- My goal today was to really get to know you as a person. Now I'll review the edits we made today in line with the Job Profile and determine if we have a match.

Can I have a copy of my report?

- I'm sorry, while I have shared with you everything generated by the report, we do not release the printed copy.

MOVE FORWARD if Nina is a match:

You are a close match for this position, and I'd like to continue the interview process. I have some more questions I'd like to ask, and I am sure you will have some questions for me! Let's take a quick break and continue! (*Offer a beverage and give Nina a few minutes to relax.*)

Job Considerations I

This section describes each of Nina's traits in relation to the job of Agent: Mega.

Read each statement about the trait to Nina and ask Nina how the statement sounds to Nina's. Follow up with one or more of the probing questions that are provided for each trait. Be sure to dig into each example Nina gives you with statements like "tell me more", "give me another example", and "walk me through".

Intensity

Ask Nina

On a scale of 1 to 10, how accurate would you say each sentence is?

Nina has a very high level of emotional intensity at work which can spur Nina to take action. When frustrated or committed to a cause or direction, Nina responds with a great deal of energy.

If 10: What makes it a 10?

If 6 to 9: What would you change in the statement to make it a "10?"

If 1 to 5: Tell me how you are not that way.

Probing Suggestions

- All of us have times when we get frustrated with something at work. Some people express their frustration outwardly, and some keep it contained. Which one best describes how you typically react? Give me examples of a couple of situations where this has occurred.
- Think about a time when you felt your boss was not making the right decision. How did you deal with the situation?

Dig Deeper

- "Tell me more" or "What's another example?" or "Walk me through"
- "Give me an example of how that shows up in your job/at home/with your friends."

Vocabulary

Ask Nina

On a scale of 1 to 10, how accurate would you say each sentence is?

Nina is an avid learner who picks up new concepts easily and quickly. Nina is interested in a wide variety of topics and Nina constantly seeks out new ideas and concepts. In new environments Nina can readily pick up information, social rules, priorities and culture. Nina is able to grasp subtlety and nuance in communication, which can positively impact the precision with which Nina interacts with others.

If 10: What makes it a 10?

If 6 to 9: What would you change in the statement to make it a "10?"

If 1 to 5: Tell me how you are not that way.

Probing Suggestions

- Tell me about a time over the past year when one of your job responsibilities changed and required you to learn how to do something you hadn't done in the past. What was your training like? Was it an organized process or would you consider it more of a "figure it out for myself" situation? Given a choice, in which scenario do you feel you learn most effectively?

Dig Deeper

- "Tell me more" or "What's another example?" or "Walk me through"
- "Give me an example of how that shows up in your job/at home/with your friends."

Rapid Problem Solving

Ask Nina

On a scale of 1 to 10, how accurate would you say each sentence is?

Nina feels confident when asked to make quick decisions. Nina is comfortable in situations where Nina has to think on Nina's feet. Nina can quickly identify patterns or themes from incoming information to solve problems.

If 10: What makes it a 10?

If 6 to 9: What would you change in the statement to make it a "10?"

If 1 to 5: Tell me how you are not that way.

Probing Suggestions

- Tell me about a time you felt like you were putting out fires at work. What kinds of problems were being thrown at you? How long did you have to come up with the solutions? Give me examples of a couple of the solutions you had to develop on the fly. How did you know what to do in these situations? How did you feel during the times when you had to react quickly and think on your feet?

Dig Deeper

- "Tell me more" or "What's another example?" or "Walk me through"
- "Give me an example of how that shows up in your job/at home/with your friends."

Responsiveness

Ask Nina

On a scale of 1 to 10, how accurate would you say each sentence is?

Nina exhibits a very responsive and fast-paced personality style. Nina is often seen as energetic because of Nina's tendency to be constantly on the go while remaining eager to take on new commitments. Nina tends to be somewhat restless, and Nina may need to guard against scattering Nina's resources and becoming disorganized.

If 10: What makes it a 10?

If 6 to 9: What would you change in the statement to make it a "10?"

If 1 to 5: Tell me how you are not that way.

Probing Suggestions

- How has your enthusiasm and excitement impacted others, either positively or negatively?
- Some people and events can move rather slowly. Tell me about some times when you found yourself dealing with slow-moving individuals or situations. How did you feel about them?

Dig Deeper

- "Tell me more" or "What's another example?" or "Walk me through"
- "Give me an example of how that shows up in your job/at home/with your friends."

Assertiveness

Ask Nina

On a scale of 1 to 10, how accurate would you say each sentence is?

Nina is quick to take charge of situations, and Nina seeks to play a leading role in influencing people.
Nina is decisive and firm in Nina's reactions, and Nina can be self-assured in Nina's behavior.

If 10: What makes it a 10?

If 6 to 9: What would you change in the statement to make it a "10?"

If 1 to 5: Tell me how you are not that way.

Probing Suggestions

- On occasion, being very proactive can be a challenge if others are more laid back. If this has ever happened to you, how did you handle it?
- How has your ability to take action given you an advantage over others in positions similar to yours?

Dig Deeper

- "Tell me more" or "What's another example?" or "Walk me through"
- "Give me an example of how that shows up in your job/at home/with your friends."

Job Considerations II

As you read these statements to Nina and ask follow-up questions, listen for examples that demonstrate the mismatch or fit between Nina and the Agent: Mega job.

Adaptability

Ask Nina

On a scale of 1 to 10, how accurate would you say each sentence is?

Nina is a sincere person who is genuinely interested in making people feel comfortable. Nina will normally adjust to the needs of others and will refrain from actions that may cause unpleasantness. Nina is assertive, but Nina will achieve Nina's goals through diplomatic persistence and by seeking cooperation from others.

If 10: What makes it a 10?

If 6 to 9: What would you change in the statement to make it a "10?"

If 1 to 5: Tell me how you are not that way.

Probing Suggestions

- Some companies will go to any length to keep people inside and outside the organization happy. Tell me about situations where you have been urged to do this but felt it was unreasonable or unachievable.
- There are times when other people will ask us to go beyond what makes sense and is comfortable for us in order to make them happy. Thinking about your work in the past, how have you made decisions regarding whether to either compromise or not compromise to keep someone else happy?

Dig Deeper

- "Tell me more" or "What's another example?" or "Walk me through"
- "Give me an example of how that shows up in your job/at home/with your friends."

Considerations

- Nina may be very concerned with how others respond to Nina and hesitate to say what Nina should.
- Nina may keep some opinions to Nina if Nina feels others may disagree.

Optimism

Ask Nina

On a scale of 1 to 10, how accurate would you say each sentence is?

Nina will be seen as positive and likeable as Nina conveys an attitude of optimism in most situations and with most people. Nina's positive outlook and upbeat attitude may cause Nina to lack objectivity at times, as Nina almost always see things working out as anticipated.

If 10: What makes it a 10?

If 6 to 9: What would you change in the statement to make it a "10?"

If 1 to 5: Tell me how you are not that way.

Probing Suggestions

- Some people seem to feel that everything will probably be OK. Others seem to be constantly looking for what might go wrong. Where do you come out on this? Give me a couple of examples.
- When approaching difficult situations, how much thought do you give to potential problems that could occur? Give me some examples of times you've anticipated challenges that may or may not have materialized.

Dig Deeper

- "Tell me more" or "What's another example?" or "Walk me through"
- "Give me an example of how that shows up in your job/at home/with your friends."

Considerations

- Nina may not spend any time or energy making plans for what could possibly go wrong.
- Nina may be so generally positive that others don't trust Nina's judgment.

Spatial Visualization

Ask Nina

On a scale of 1 to 10, how accurate would you say each sentence is?

Nina can think deeply about and visualize complex systems. Nina can mentally manipulate multiple variables in complex models to understand what will happen when something changes. This talent aids Nina in any task that involves engineering, technical, mechanical, or structural problems.

If 10: What makes it a 10?

If 6 to 9: What would you change in the statement to make it a “10?”

If 1 to 5: Tell me how you are not that way.

Probing Suggestions

- When it comes to working with systems or models, some people are strongest in the development or creative phase, while others really excel at implementing and fine-tuning the finished procedure. Which part of the process do you feel you are best suited for? Tell me about a situation where you were involved in that type of work. What role did you play?

Dig Deeper

- “Tell me more” or “What’s another example?” or “Walk me through”
- “Give me an example of how that shows up in your job/at home/with your friends.”

Considerations

- Nina may want to develop formulas to help make work more efficient.
- Nina may be impatient with others who do not visualize three dimensions as easily as Nina does.

Logical Problem Solving

Ask Nina

On a scale of 1 to 10, how accurate would you say each sentence is?

Nina works very well with complex problems and strategic issues. Nina can explain Nina's solutions logically and can communicate them in such a way as to gain buy-in from others.

If 10: What makes it a 10?

If 6 to 9: What would you change in the statement to make it a "10?"

If 1 to 5: Tell me how you are not that way.

Probing Suggestions

- Thinking back over the past year, tell me about a particularly complex problem you faced. What level of responsibility did you have for resolving the issue? Walk me through the plan you developed for implementing your solution. How did you involve others in coming up with the plan? How did you determine the timeframe you'd need? What issues did you anticipate up front that might potentially be a challenge? Once you started, what roadblocks did you face? How did you handle those issues? How did you feel about the results?

Dig Deeper

- "Tell me more" or "What's another example?" or "Walk me through"
- "Give me an example of how that shows up in your job/at home/with your friends."

Considerations

- Nina may at times want to deal with a small problem in the same way as a bigger one.
- Nina may try to solve problems in a logical way when a quick intuitive answer might be more appropriate.

Sociability

Ask Nina

On a scale of 1 to 10, how accurate would you say each sentence is?

Nina is a socially outgoing, upbeat, and expressive person who seeks a high degree of social interaction. Nina enjoys communicating and promoting Nina's ideas. Nina is often well received because of Nina's enthusiasm, energy, and capacity to connect with others.

If 10: What makes it a 10?

If 6 to 9: What would you change in the statement to make it a "10?"

If 1 to 5: Tell me how you are not that way.

Probing Suggestions

- Tell me how you've used your ability to connect with people to your advantage in your past work. Give me an example of a time when doing so yielded a great result.
- In thinking about your past work, how important has sociability been as compared to your other traits and abilities? In what situations do you find your sociability to be a real asset?

Dig Deeper

- "Tell me more" or "What's another example?" or "Walk me through"
- "Give me an example of how that shows up in your job/at home/with your friends."

Considerations

- Nina may seek more contact with co-workers than they prefer.
- Nina may find it stressful if Nina has to work on projects by Nina for extended periods of time.

Structure

Ask Nina

On a scale of 1 to 10, how accurate would you say each sentence is?

Nina is not a naturally structured individual, and Nina seeks the opportunity to create Nina's own schedule and work methods. Nina becomes restless and discontent in jobs that do not provide Nina with flexibility and the freedom to be self-managed.

If 10: What makes it a 10?

If 6 to 9: What would you change in the statement to make it a "10?"

If 1 to 5: Tell me how you are not that way.

Probing Suggestions

- Describe past occasions where you were given very few guidelines or procedures to follow in order to accomplish your tasks. How did this work out for you, and how comfortable were you with figuring things out for yourself?
- Some managers prefer to give their employees strict guidelines to follow, while others like to let them operate pretty independently. Which approach do you prefer? Tell me about a time when a manager used a style that worked well for you. What about a time when one used a style you found difficult or challenging?

Dig Deeper

- "Tell me more" or "What's another example?" or "Walk me through"
- "Give me an example of how that shows up in your job/at home/with your friends."

Considerations

- Nina may find too many processes limiting and unnecessary.
- Nina may feel confined and restricted if Nina is expected to do the same thing every day or follow rules which Nina questions.

Operating Style

Nina's behavior traits combine together in unique ways to impact the way Nina works with and communicates with others.

Read each statement below to Nina. Ask Nina to assess the accuracy of each statement on a scale of 1 to 10.

Communication

Ask Nina

On a scale of 1 to 10, how would you rate the accuracy of the following statements?

Nina recognizes the benefits of friendly, straightforward communications. Nina is naturally expressive and articulate and has good persuasive aptitude. Nina is usually eager to share and promote Nina's ideas, and Nina tends to be undeterred by opposing viewpoints. Nina likes to get to the heart of issues quickly and decisively without being sidetracked by details or distractions.

Decision Making

Ask Nina

On a scale of 1 to 10, how would you rate the accuracy of the following statements?

Nina most often relies on the strength of Nina's own convictions, insights, and personal authority to justify Nina's actions. Nina should, however, be willing to investigate, examine the facts, and assess issues pragmatically. Because Nina is firm in Nina's views and conclusions, Nina will push to implement Nina's decisions in a positive and resolute fashion. Nina is assertive and results-oriented, and Nina has confidence in Nina's ability to make decisions independently.

Ideal Environment

Ask Nina

On a scale of 1 to 10, how would you rate the accuracy of the following statements?

Nina is easily bored with routines, the status quo, and slow-moving processes. Nina welcomes responsibility for tackling new projects and for actively directing a variety of tasks. Because Nina is naturally quick-paced and motivated to expedite processes, Nina has good aptitude for managing deadlines. Nina prefers open ended settings to highly structured ones, but Nina can adjust to essential guidelines as necessary to facilitate efficient results. Nina enjoys interacting with people and getting things accomplished. Nina is at Nina's best in a socially active and change-oriented environment.

Ideal Supervisor

Ask Nina

On a scale of 1 to 10, how would you rate the accuracy of the following statements?

Nina expects to be accountable for specific outcomes, but Nina seeks the freedom to initiate and implement projects on Nina's own. Because Nina becomes bored and restless by an absence of progress and too much predictability, Nina benefits from new assignments, new challenges, and timely opportunities for upward mobility. Nina's ideal supervisor is comfortable delegating and providing Nina with considerable freedom and latitude to organize and prioritize Nina's work independently. Nina responds well to leadership roles, and Nina likes to organize work groups and make decisions.

Team Dynamics

Ask Nina

On a scale of 1 to 10, how would you rate the accuracy of the following statements?

Nina likes to identify with a capable team, and Nina can often inspire others with Nina's energy, optimism, and direct approach to solving problems. Nina works to be a key contributor and an assertive influence. Nina is drawn to socially challenging and dynamic environments where Nina can take the lead in directing others and deciding how things should be done. Nina is sociable and persuasive, and Nina will take initiative to sell Nina's ideas and decisions.

Descriptive Review

Nina's traits do not exist in isolation of each other; each trait impacts the other. Below is an integrated view of Nina. Read this section to Nina and ask Nina to rate the accuracy of it on a scale of 1 to 10.

Nina has very assertive and independent behavior which is often found in entrepreneurs. Nina has the ability to work with people in a fast-moving environment. Nina prefers to establish Nina's own methodology and will not want to work under tight restrictions. Nina is an aggressive person who has a natural tendency to take charge and to control Nina's environment. Nina is self-reliant, direct, and can be socially assertive. Nina is very alert and responsive and tends to be expressive. Nina will be recognized for Nina's quick reactions and Nina's ability to handle a variety of activities with ease.

Nina tends to be accommodating and adaptable in Nina's relationships with people. Nina is generally not one to openly impose Nina's ideas or expectations on others and will usually conform to group consensus. However, Nina is quite assertive, while also diplomatic, in pushing Nina's objectives. Nina is not dependent on formal structures. Nina enjoys freedom in a job as well as the opportunity to develop Nina's own methods. Nina has natural aptitudes that help in leadership and persuasion. Nina is socially assertive and will tend to lead others in a diplomatic manner.

Nina has a natural tendency to gain satisfaction by associating with other people. Nina tends to initiate contacts, enjoys variety in Nina's interpersonal relationships, and will seek recognition. Nina is most frequently optimistic and cheerful. Nina has a very high level of emotional intensity when dealing with difficulty or problems. When frustrated, Nina responds with a great deal of energy.

Nina is a natural problem solver and likes a steady flow of new problems at work. Nina can quickly identify solutions to daily problems as well as work methodically through larger, more complex issues. Nina can provide logical and linear explanations that greatly aid in Nina's communication and persuasion. Nina likes a steady flow of new problems at work. Nina will spend a lot of energy getting others to accept Nina's solutions.

Candidate Report Rating

Use the space below to verify the overall report with Nina.

Overall Rating On a scale of 1 to 10, how would you rate this report?	1 2 3 4 5 6 7 8 9 10
Most Accurate Specifically, what was most accurate about the report?	
Least Accurate What would you say was least accurate?	
Overall Comments Overall, do you have any comments or feedback about the report?	

2: Thought Process Interview

Step One: Prepare for the Thought Process Interview

Review the Interview Tips from CV

- With open-ended questions, the conversation can go in many directions— be prepared to ask great questions, listen, and analyze

Study the questions; make edits and add your own if necessary.

Check your mindset

- *Stay objective.*
- *Be Thorough. Don't skip questions!*

Step Two: Conduct the Interview

Segue from the Job Fit Verification:

Thank you for your candor! I'd like to ask a few more questions. Before we get started, would you like to take a break? Can I get you some *water/coffee*?

Take notes throughout the interview, capturing words and phrases Nina uses as exactly as possible.

Step Three: Decision Point

STOP if Nina is *not* a match, and exit with class.

The role we are currently offering would not be the best match for your talents. I'd like to stay in touch and if I hear of anything that would be a good fit for you, I will certainly let you know. I would also be happy to hear from you if you know of anyone who you feel would be a good fit for our organization.

MOVE FORWARD if Nina is a match.

You are a close match for this position, and I'd like to continue the interview process. Would you be available for another interview tomorrow / later this week / early next week?

Thought Process

What did you do to prepare for this interview?

What are your strengths? What would _____ (e.g., your broker, your manager) say are your strengths?

What are your weaknesses? What would _____ (e.g., your broker, your manager) say are your weaknesses?

Give 2 or 3 specific instances of when you were trained really well.

Give 2 or 3 specific instances of when you were trained poorly.

Give 2 or 3 specific instances of when you were managed really well.

Give 2 or 3 specific instances of when you were managed poorly.

How do you motivate yourself to do things really well that you do not like to do?

How do you set goals?

How do you hold yourself accountable to meeting those goals?

Describe a major career decision you have made and the steps you went through to make it.

Describe a major personal decision you have made and the steps you went through to make it.

Think of a major career accomplishment you made. What happened? What was your contribution? How did your contribution impact the outcome? What lessons did you learn?

Think of a major personal accomplishment you made. What happened? What was your contribution? How did your contribution impact the outcome? What lessons did you learn?

How long would you be willing to fail before you succeed at a task?

Think about a big mistake you have made in your career or personal life. What happened? What did you do? What lessons did you learn? How did your life change?

How would you describe the relationship you would like to have with your co-workers?

How would you describe the relationship you would like to have with your manager or supervisor?

How would you describe the relationship you currently have with your co-workers and manager or supervisor?

Who are the 3 people you most like, admire, and respect, and why?

Who have been your most outstanding co-workers or employees, and why?

What defines a good performer on the job?

What defines a bad performer on the job?

In what kind of working environment are you most productive?

In what kind of working environment are you least productive?

What are your long-term career goals?

Why do you think you are a strong candidate for this position?

If we don't get together on this job, what career move will you make next?

From everything you've learned about our organization, tell me how you feel you'd make a contribution.

If we're sitting here a year from now celebrating what a great year it's been for you in this role, what did we achieve together?

3: Life Story Interview

Step One: Prepare for the Life Story Interview

Gather several different colored markers and a flipchart.

Study the format

My Professional Biography	
	Dates
Event 1: My Education _____	_____ (date)
Event 2: _____	_____ (date)
Event 3: _____	_____ (date)
Event 4: _____	_____ (date)

Check your mindset.

- **Stay objective**
- **Remember:** It is fine if Nina brings up personal information as Nina is interviewed, but you as the interviewer may not ASK about it.

Step Two: Conduct the Interview

Position the flip chart right so Nina is seated right in front. Stand next to the flip chart, so you can see Nina and write on the flip chart at the same time.

Using a black or blue marker, at the top of the flip chart, write “My Professional Biography,” and on the left side, write “Event 1: My Education.”

Draw a vertical line about three-fourths of the way across the page to divide right from left, and at the top of the right section of the page, write “Dates.”

Write the story of their professional journey.

What we're going to do now is write your professional autobiography together, starting with the last time you were in school and moving forward. It's like your résumé, but we're going to go deeper than that. This is a chronological narrative of the defining events in your life. Inside each event, I'd like to know what you did, what happened, and what you learned.

Let's start with the first event. When did you finish your education?
(Write the answer under "Dates".)

What happened?
(Write the answer under "Event." You may switch colors for each line—it's easier to follow.)

What were your "highs"?
(Write the answers.)

What disappointments did you have?
(Write the answers.)

Tell me about what you learned through this experience.
(Write the answers.)

Anything else you would like to add?
If yes: *(Add the information, then repeat the question until you get a no.)*

When no:
Okay, when was the next major event in your life?
(Write the answer next to "Event.")
What was that?
(Write the answer, for example, "My First Job" or "My Next Job.")

Follow the script and continue adding chapters, one at a time, picking up with the question "What happened?"—up to and including their current job or activity.

After you are finished, and just for fun, ask the candidate what title they would suggest for their professional biography.

Step Three: Decision Point

STOP if Nina is *not* a match, and exit with class

At this point in the relationship, show respect for the time and effort Nina has made and end the process in person, on the phone, or with a handwritten note.

The role we are offering would not make the most of your incredible talents. I have really enjoyed getting to know you and would like your permission to keep your information on file, so if we do have a position matching your profile and talent in the future, we can bring you back in. Thank you so much for your time, and I look forward to any future opportunities we may be able to share.

MOVE FORWARD if Nina is a match—segue into the Motivational Interview.

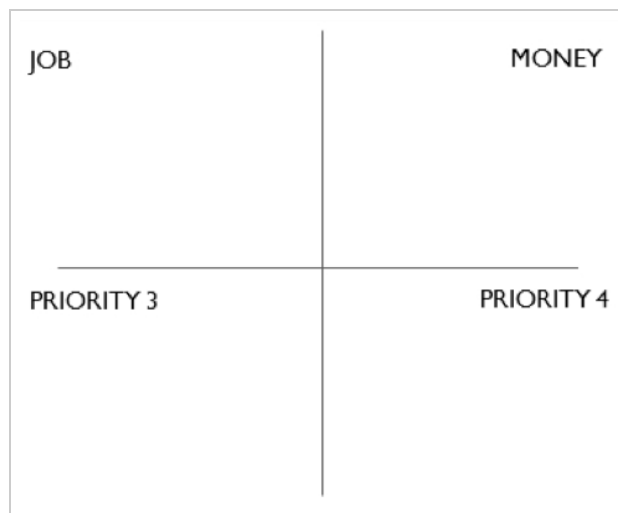
This has been great! Thank you for sharing! I am really enjoying learning more about you. Let's take a quick break and continue. (*Offer a beverage and give Nina 5-10 minutes to relax.*)

4: Motivational Interview

Step One: Prepare

Gather at least 4 different colored markers and a flipchart

Study the format



Have your Candidate Reference List ready

Check your mindset

- **Stay objective**
- **Remember:** It is fine if Nina brings up personal information as Nina is interviewed, but you as the interviewer may not ASK about it.

Step Two: Conduct the Interview

Position the flip chart so Nina is seated right in front. You stand next to the flip chart, so you can see Nina and write on the flipchart at the same time.

Start by drawing a vertical line down the center and a horizontal line across the middle, resulting in four squares on the flip chart. Ask Nina what Nina's two biggest priorities are besides Job and Money, then enter those priorities in the headings for squares 3 and 4.

Together, you and Nina will fill in the details of motivation on the flip chart.

Capture their vision for the future

I want you to pretend that you and I are sitting in this room five years from now, and I ask you how the past five years have been. You say, "Awesome!"

Question 1

What has to happen in the Job dimension of your life for you to be able to say "Awesome" five years from now?

(Summarize Nina's answer in that upper left square. If Nina has more than one answer, list each answer in bulleted format.)

Question 2

How do you envision that? What would it mean for that to happen?

(For example: Nina may have said he/she wants to make a lot of money; you must find out exactly what a lot of money looks like to Nina. Using a different color marker, enter Nina's answer in the same box.)

Question 3

Why would that achievement be important to you? How would that make you feel?

(Using a different color marker, enter their answer in the same box.)

Question 4

What will having this do for you? What do you get? What impact would this have on you? Give me an example.

(Using a different color marker, enter their answer in the same box.)

Repeat the above questions and process for each of the priorities in the other three squares (Money and the other two. You might also consider adding a fifth square, for which you ask Nina "What else is important?" When done, step back and ask if there is anything Nina would like to add.

Review the chart with Nina. Circle words that stand out. Ask the Nina if these are the words that really motivate Nina.

Reflect with Nina whether it's possible for Nina to achieve all the things that are important to Nina through this role, or if their priorities are in conflict. Explore with Nina whether this job would get Nina closer to the things Nina values most.

Step Three: Decision Point

STOP if Nina is *not* a match, and exit with class.

At this point in the relationship, show respect for the time and effort Nina has made and end the process in person, on the phone, or with a handwritten note.

The role we are offering would not make the most of your incredible talents. I have really enjoyed getting to know you and would like your permission to keep your information on file, so if we do have a position matching your profile and talent in the future, we can bring you back in. Thank you so much for your time, and I look forward to any future opportunities we may be able to share.

MOVE FORWARD if Nina is a match—check their references

Thank you so much for your time today! I've asked you a lot of questions and now I'd like to switch gears and share the opportunity we have to offer (*share the company vision*). Let me tell you the role I think you can play in this (*speak to their motivations/goals. Be persuasive and energetic*).

I'd like to continue the process by checking your references—could you please fill out our reference check form, sign it, and send it back to me as soon as possible? Once I have checked your references, I'll be in touch.

I'd also like you to meet with the team. This will give you all a chance to get to know each other. Please ask them any questions you have about the job.

(*If you are arranging lunch*) _____ (*name of social chair*) will be in touch to make lunch plans.

(*If team is immediately available*) They can meet with you now. Would like a cup of coffee/glass of water?

5: Group

Step One: Prepare for the Group Interview

Invite the team members the candidate will be working with.

Go over your expectations—what questions would you like them to ask?

Share the highlights and any concerns from your interviews.

Go over Nina's KPA - they can help you verify the profile.

Let them know this is not a democracy.

This is not a vote. It is your opportunity to give your feedback on how well you think Nina will fit in with the team.

Check your mindset.

- **Make this the fun part!**

The Group Interview is not a serious grilling process, but rather an easygoing, casual, and friendly conversation between peers in a relaxed setting.

Step Two: Conduct the Group Interview

Designate the 'social chair'

- You do not attend this interview!
- Assign a person on your team who is friendly and sociable to spearhead this interview and be Nina's reference point.

When the group returns from lunch/coffee, meet with them to gather their observations.

- Do they think Nina would be a good fit for the team? Yes No
- Do they express any serious reservations? Yes No

Step Three: Decision Point

STOP if Nina is not a match, and exit with class.

At this point in the relationship, show respect for the time and effort Nina has made and end the process in person, on the phone, or with a handwritten note.

The role we are currently offering would not be the best match for your considerable talents. I have really enjoyed getting to know you and would like your permission to keep your information on file, so if we do have a position matching your profile and talent in the future, we can bring you back in. Thank you so much for your time, and I look forward to any future opportunities we may be able to share.

MOVE FORWARD if Nina is a match—check their references

6: References

Step One: Prepare

Review the reference worksheets.

Check your mindset

- *Stay objective*
- **Interpret what you hear and *don't* hear:** People may be hesitant to speak negatively—but that doesn't mean they only have good things to say.

Step Two: Check the References

Get at least 3 third level references.

Ask each of the references you talk with for the name of another reference (not on the original list). This will take you two levels deep.

Who else do you know who has experience with Nina and can give us a different perspective? Do you happen to have their phone number?

Use the same script to ask the second-level references for additional references to go three levels deep. If some of the references object to giving names:

Reference Objection: I don't know if I should share other names.

Interviewer: In our company we have a discipline of identifying other people who have worked with Nina so we can get to know Nina better. As a hiring manager, I am held accountable to getting as much feedback as possible. Who do you recommend I talk to so I can get to know Nina better?

Step Three: Decision Point

STOP if Nina is *not* a match, and exit with class.

At this point in the relationship, show respect for the time and effort Nina has made and end the process in person, on the phone, or with a handwritten note.

The role we are offering would not make the most of your incredible talents. I have really enjoyed getting to know you and would like your permission to keep your information on file, so if we do have a position matching your profile and talent in the future, we can bring you back in. Thank you so much for your time, and I look forward to any future opportunities we may be able to share.

MOVE FORWARD if Nina is a match—conduct the defense

Candidate's Reference List

1. Job References		
Name	Relationship	Approximate Date Worked With
Telephone	E-mail Address	
2. References from your Industry		
Name	Relationship	Approximate Date Worked With
Telephone	E-mail Address	
3. Personal References or References from your Customers		
Name	Relationship	Approximate Date Worked With
Telephone	E-mail Address	



Read this very carefully before signing your name!

Permission to Contact Your References

By signing below, I give Keller Williams Realty permission to contact all of the references that I listed plus any other people that my references suggest that you, Keller Williams Realty, contact.

Your Signature _____
Date

Comments: _____

Reference Check Script Worksheet

Reference

Name: _____ Phone Number: _____ Level: _____

Introductory Script: Hello! My name is _____ from _____. We are speaking with _____ about a possible position as a _____. He/she has given us your name as a reference. May I take a few minutes of your time to ask you some questions?

1)	How is it that you know _____? Could you please describe your relationship with him/her?
2)	What do you feel _____'s strengths are? What is he/she really good at?
3)	What about weaknesses or opportunities for improvement?
4)	As _____'s consultant and mentor moving forward, I'd like to be effective in helping him/her grow. What are some of the areas that I could help him/her in terms of personal and professional growth?
5)	Describe _____ leadership skills. Do you feel he/she would be effective in a leadership role?

Reference Script Worksheet (continued)

Reference Name: _____ for _____

6)	<p>(Note: This question is optional and should be used when there is a concern about a key characteristic from the KW Job Profile.) I need a person who demonstrates a high level of _____ (characteristic). To me this means _____ (definition). On a scale of 1 to 10, with 10 being extremely _____ (characteristic), how would you rate this candidate?</p>
7)	<p>Would you work with (or hire) _____ again? <input type="checkbox"/> Yes. <input type="checkbox"/> No. Why? / Why not?</p>
8)	<p>In your opinion, what type of work is he/she best suited for?</p>
9)	<p>What else would you like to tell me about _____ that we have not discussed yet?</p>
10)	<p>Who else do you know who has experience with _____ and can give us a different perspective? Do you happen to have their phone numbers?</p>

Wrap-up

Thank you for your time! Hopefully we will be able to return the favor of your time!

7: Defense

Step One: Prepare for Defense

Share copies of all of the important documents you have collected.

- The job profile and résumé
- Notes from the screening phone call
- Nina's KPA Job Fit Report and your notes from the Verification process, including Thought Process
- Flip charts and notes from the Life Story and Motivational interviews
- Notes from the Group interview and reference-check process

Step Two: Conduct the Defense

The committee reviews steps 1, 2, and 3 of the process and brainstorms several key questions to draw out the upside *and* downside of a potential hire.

Step One—Filter

Review the job profile and résumé.

- Does Nina have the knowledge, skills, track record, and culture to get the job done? Where is Nina's match? Where is Nina a mismatch?
- Is Nina Potential Talent, Emerging Talent, or Proven Talent?

Step Two—Interviews

Job Fit: did the verification confirm Nina's personality profile is a match?

Thought Process: does Nina's thinking and culture make Nina a good fit for our organization? Will Nina stay?

Life Story: does Nina's track record show a pattern of success?

Motivation: will this role get Nina closer to achieving what Nina most values?

Step Three—Perspective

Did Nina fit in with the team?

Does Nina's references—including the 3-deep references—confirm that Nina can do what Nina says Nina can?

Brainstorm—*With the team, think of every conceivable answer to these questions.*

Can Nina be successful in this position? Why?

Imagine Nina fails in the first year. What might be the one thing that could have caused that, based on what you know about Nina? Can it be avoided?

Imagine Nina is succeeding, yet decides to leave. What was probably the one thing that drove Nina's decision? Can it be avoided?

Step Three: Decision Point

STOP if Nina is *not* a match, and exit with class.

At this point in the relationship, show respect for the time and effort Nina has made and end the process in person, on the phone, or with a handwritten note.

The role we are offering would not make the most of your incredible talents. I have really enjoyed getting to know you and would like your permission to keep your information on file, so if we do have a position matching your profile and talent in the future, we can bring you back in. Thank you so much for your time, and I look forward to any future opportunities we may be able to share.

MOVE FORWARD if Nina is a match—you are ready to make an offer!

Could you come back to meet with me _____ (date and time)? We'll need about an hour. Great! Thank you! Really looking forward to it!

8: Expectations and Offer

Step One: Prepare for Expectations Dialogue

Review the expectations dialogue and the topics you will be covering.

- How candid you will be with each other when communicating honestly. This is a key to knowing how to communicate bad news.
- What Nina's "hot buttons" are on the job—how you win or lose with Nina.
- How to handle sensitive issues.
- The job description—what Nina will actually be doing.
- The standards Nina will have to meet—what level of quality and service is required.
- How you will hold Nina accountable.

Step Two: Conduct the Expectations Dialogue

As you ask each of the questions, note the answer given. As you share your expectations, record them as well.

You may enter your answers on the document prior to the meeting with Nina. If you do that, be sure to note any differences in the information you provide during the meeting on the form.

Give the completed form to Nina and have Nina initial and date each page before returning it to you.

Step Three: Decision Point

It is unlikely that you or Nina will opt out of going into business together at this stage of the process, but do not rule it out as an option. If the expectations dialogue is not mutually satisfactory, it is not too late to hit the eject button!

Expectations Conversation

I. Honesty Expectations

- On a scale of 1–10, with 10 being completely candid, how honest do you want me to be with you _____?

- What does that mean to you? Give me an example of when someone was that honest with you?

- On a scale of 1–10, I (employer) want you to be honest with me at a level of _____.

- What that means to me is:

Manager _____ Date _____

Position _____ Employee Signature _____

Expectations Conversation

3. Sensitive Issue Expectations

- If a sensitive issue should arise, how would you like me to address it with you?

- This is how I would like you to address sensitive issues with me.

4. Job Description Expectations

Provide the candidate a copy of the job description. Review the job description with the candidate.

- What excites you the most?

- Do you have any thoughts/concerns?

Manager _____ Date _____

Position _____ Employee Signature _____

Expectations Conversation

5. Job Standards Expectations

- Here are the standards you must meet in performing your job.

- What are your thoughts and/or concerns?

6. Accountability Expectations

- Accountability is a very important aspect of working here. Here is how you'll be held accountable and why:

- What are your thoughts and/or concerns?

Manager _____ Date _____

Position _____ Employee Signature _____

Offer

Step One: Prepare for the Offer

Customize the offer letter and Orientation to Nina.

Check your Mindset!

- This is the first step of your future employer-employee relationship; set the tone by making a positive impact.

Step Two: Conduct the Offer

Be enthusiastic and convey your excitement to Nina!

- How many candidates did Nina beat out? Tell him!
- Describe what accomplishments really stood out and the impact you know Nina will make on your company.
- Tell Nina how impressed Nina's future colleagues are and how excited they are to be working together.

Use the offer letter (following pages) to thoroughly explain the pay and benefits, as well as assuming Nina's buy-in with the orientation schedule.

Get whatever commitment you can. Most candidates want time to consider the offer, but go ahead and ask Nina what they think of the offer and tune into any hesitations you sense—you may be able to provide Nina with more information to influence Nina's decision.

Step Three: Decision Point

It is unlikely that you or Nina will opt out of going into business together at this stage of the process, but do not rule it out as an option. If the offer is not mutually satisfactory, it is not too late to hit the eject button!

Offer Letter

Warning: Before using this letter, be sure you have your attorney review it for issues that are state specific.

(DATE)

(CANDIDATE NAME AND ADDRESS)

Dear (FIRST NAME),

We are pleased to extend to you an offer of employment at (COMPANY) as a (POSITION). The terms of employment, commencing on or before (START DATE), will be as follows:

Compensation:

You will receive a/an (SALARY TIME PERIOD) salary of \$(AMOUNT) to be paid (PAY PERIOD), subject to any and all necessary withholding and deductions for income taxes, FICA, Social Security, and similar items.

Benefits:

(COMPANY) offers a variety of benefits, including (BENEFITS LIST). Please refer to benefits documentation for specific details of the plans. You will receive your benefits package (BENEFITS PACKET RECEIVED DATE). Benefits are effective (WHEN BENEFITS START).

(STATE – DELETE IF PARAGRAPH DOESN'T APPLY) is an “At Will” employment state. Accordingly, your employment with (COMPANY) will be “at will,” and can be terminated by you or by (COMPANY) at any time, with or without cause or advance notice. By accepting this job offer, you agree that no contrary representation has been made to you.

In no event shall your employment be construed as a contractual relationship between (COMPANY) and you, or guaranteeing employment for any specific period of time. In the event the employee decides to terminate the employment relationship, the company would appreciate 2 weeks written notice.

If you are in agreement with the above-mentioned terms, please confirm your agreement as soon as possible by signing the enclosed copy of this letter and returning it to us at your earliest convenience.

Orientation Schedule

If you choose to accept the position, (COMPANY) will be conducting an Employee Welcome and Orientation on your first day of employment. During the orientation, you will be introduced to the company systems and you will complete your payroll, benefits, and federally required employment paperwork.

The Orientation and Enrollment meetings have been scheduled for the following dates and times:

- **Employee Welcome**
8:15 a.m. on (START DATE) with (CONTACT)
- **New Employee Orientation**
8:30 a.m. on (START DATE) with (CONTACT)
- **Post-Offer Drug Test**
You will be sent to the appropriate off-site location

(COMPANY) is required by federal law to verify your eligibility to work in the United States. It is critical that you bring the items, listed below, to the orientation meeting. Without them, we will be unable to process a paycheck for you or enroll you, or your dependents, in our benefits plan.

- You will need form(s) of personal identification to complete your I-9 Form. Typically employees may bring their Social Security card and driver's license or your passport. Please see the attached list for acceptable documents.
- If you would like to take advantage of direct deposit, please bring a copy of a voided check for the banking account(s) involved.
- You will also need the birth dates and Social Security numbers of your family members if you plan to enroll them in the group health insurance or life insurance plans.

We are all excited at the prospect of your joining us here at (COMPANY), and believe that the confidence we have in your ability will be more than justified by your contributions in the years ahead.

Sincerely,

(PERSON MAKING OFFER)

(PERSON'S TITLE)

(COMPANY)

Accepted by:

Applicant

Date