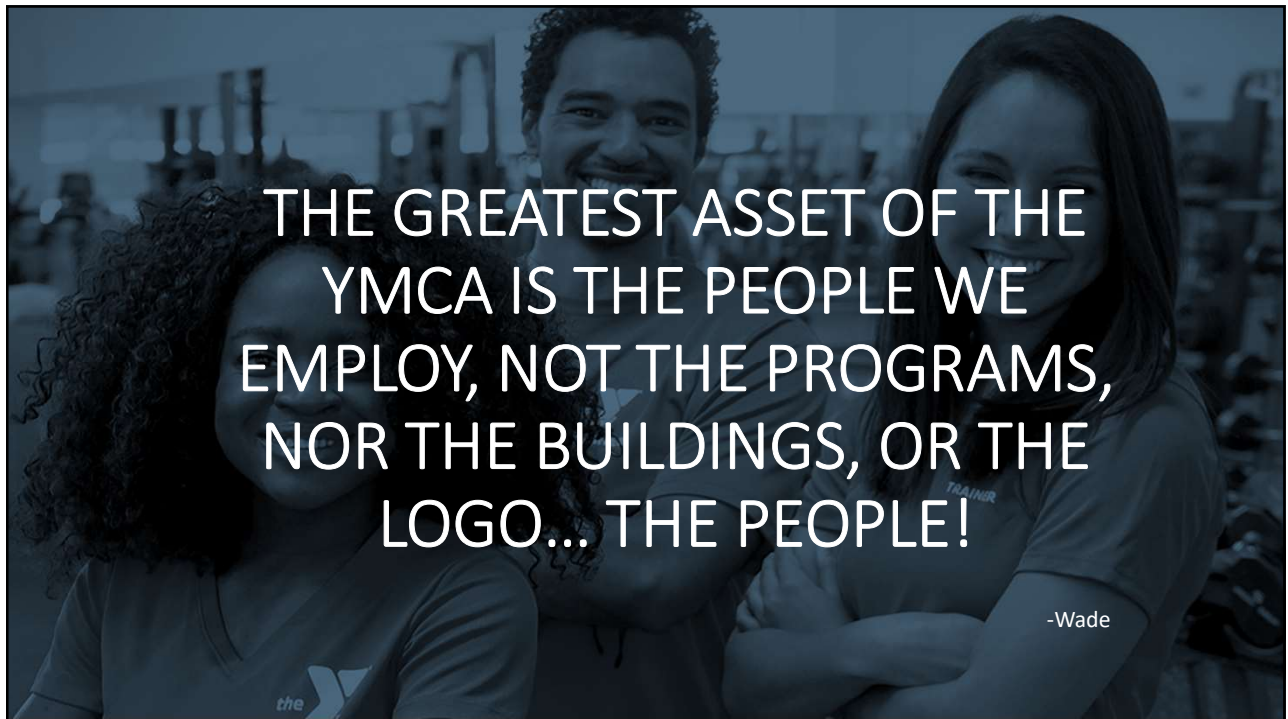
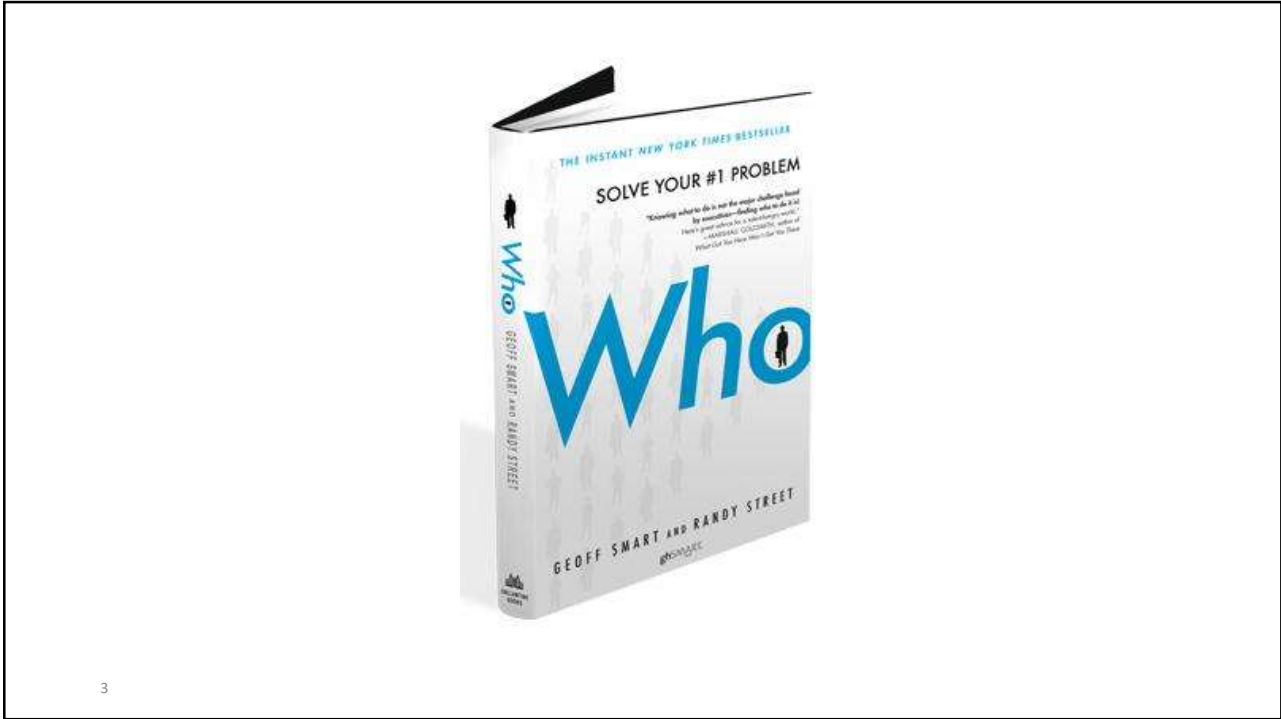




1



2



3

3



4

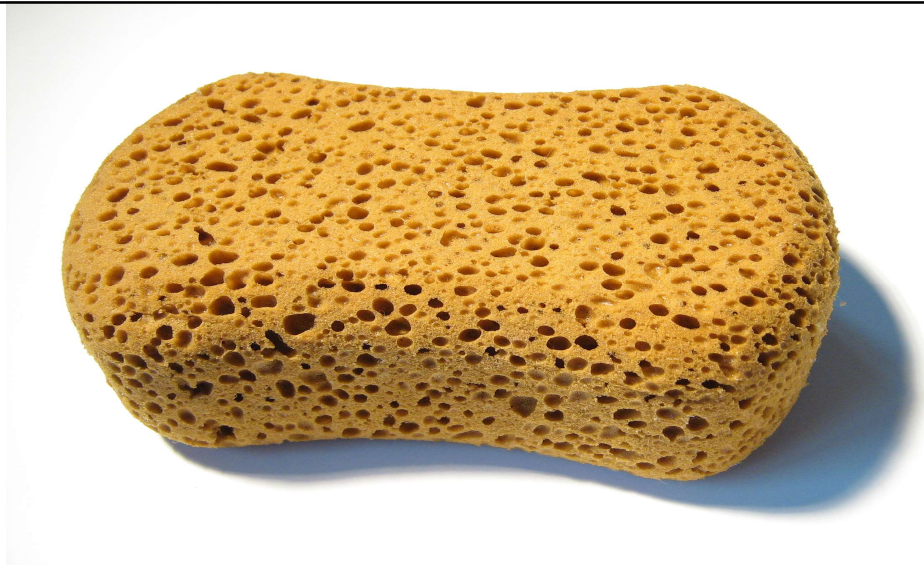
4



5

Art critic – going on your gut instincts

5



6

The Sponge – Let everybody in on the interview

6



The Prosecutor – aggressive questions meant to trip up the candidate

7

7



The Suitor – spends their energy selling the applicant on the opportunity

8

8



The Trickster – uses gimmicks to test behaviors.

9

9



The Animal Lover – hangs on to their favorite pet questions they think reveals something about the candidate.

10

10



The Chatterbox – seeks a conversation more so than an interview.

11


11



The Psychological and Personality Tester – using psychological test as tool for selection

12

12




The Aptitude Tester – Using test as a determinant for hiring.

13

A cartoon illustration of a male doctor with glasses, wearing a white lab coat and orange shoes, pointing with a stick to a sign that reads "Get Your Career Tested!". The sign is hanging from a black dot at the top. The doctor is standing on a green horizontal line. The entire scene is enclosed in a black rectangular border.

13

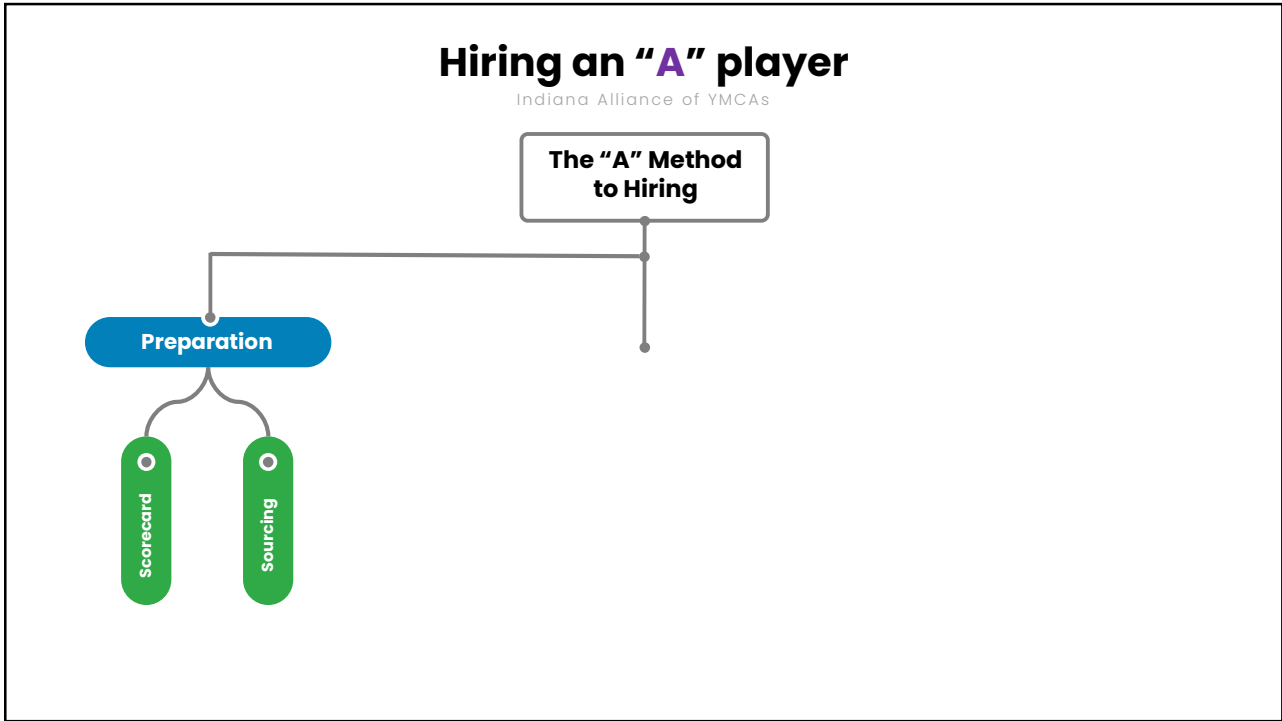


The Fortune-Teller – how would you handle this hypothetical question.

14

A cartoon illustration of a woman with long black hair, wearing a purple headscarf and a black top, sitting at a white table. She is looking down at a glowing yellow crystal ball on a small stand. The entire scene is enclosed in a black rectangular border.

14



15

Hire a specialist, not a generalist

16

16



17

SCORECARD

- Mission

- In plain language what is the purpose of this position
- Outcomes

- What must get done?
- Competency

- How you expect a new hire to operate

End
exercise

18

18

 INDIANA ALLIANCE of YMCAs

E-sports Coordinator Scorecard

MISSION
 Develop and successfully implement an e-sports program for the state of Indiana, starting from nothing.

OUTCOMES – What would an A player produce.

- A. At least 145 participants in the first season.
- B. Maintain 10 YMCAs participating in the program in the first year.
- C. Recruit at least 4 more YMCAs participating for the second season.
- D. Connect YMCA e-sports to middle and high school programs.
- E. Hold 4 successful e-sports tournaments with at least one being in-person.
- F. Cover all associated expenses with program revenue and/or YMCA subsidies.
- G. Proactively markets the program to local YMCAs and other relevant stakeholders.
- H. Proactively develop marketing efforts that are non-traditional to a typical YMCA.
- I. Develop and maintain an ever-growing circle of stakeholders (YMCAs, participants, schools, etc).
- J. Work with Alliance team to develop and execute a written strategy to serve all parts of the state.
- K. Year-to-year results demonstrate continuous growth of the e-sports program.
- L. Meet or exceed budgeted revenue and expenses.
- M. The good work of this position would greatly enhance the Alliance brand.

19

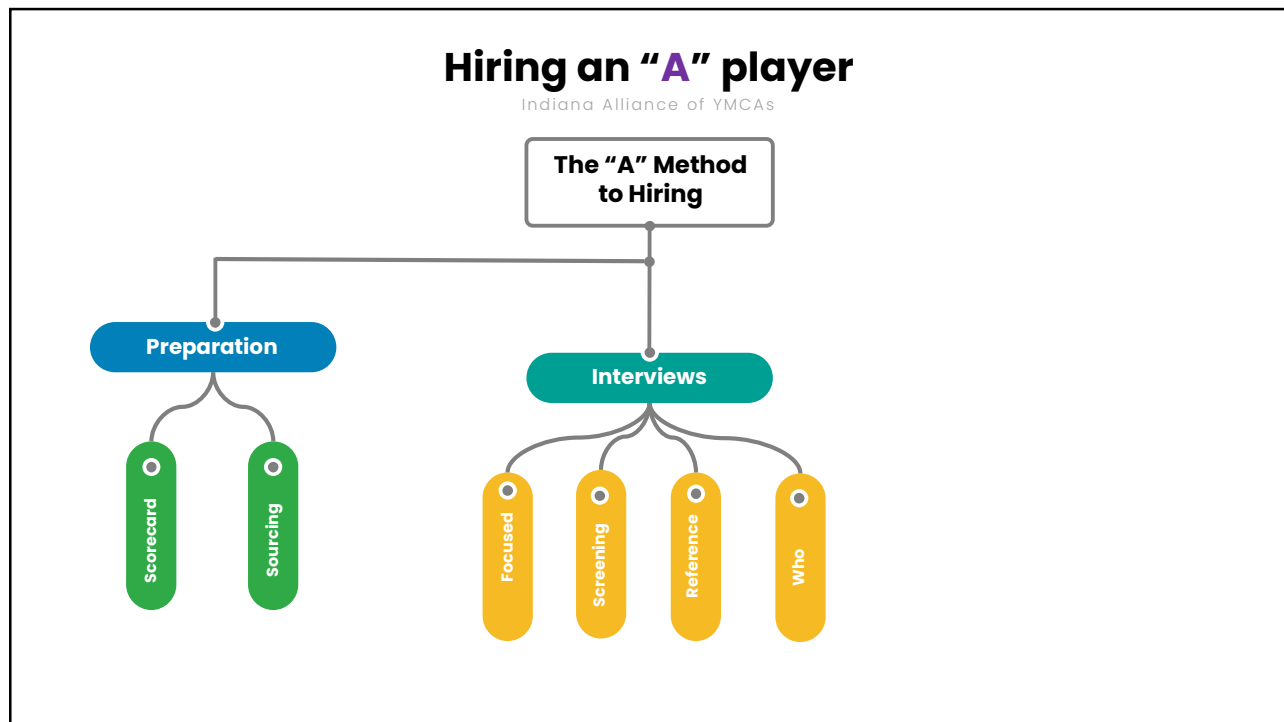
JOB COMPETENCIES

- 1. Self-driven – Creative and innovative, identifies problems and seeks solutions, needs little direction.
- 2. Team player – works well as a member of the Alliance staff team.
- 3. Organized planner – able to manage multiple assignments and anticipate next steps, while paying attention to details.
- 4. Outgoing personality – able to connect with a diverse population of people, be comfortable in varied settings, and form relationships that enable the Alliance to accomplish its goals.
- 5. Good communicator – comfortable and competent in public speaking and written expression.

CULTURAL COMPETENCIES

- 1. Curious – always searching for a better way to build a mouse trap
- 2. Strategic thinker – Looks beyond the surface and considers multiple possibilities and outcomes.
- 3. Great steward of Alliance's financial resources.
- 4. Have an Alliance first/individual employee second, attitude.
- 5. Embraces all forms of diversity.
- 6. Have a sense of humor.

20



21

Screen Interview

- Weed out B, C, D players
- Set the tone – 20 minutes to get to know the applicant, remaining time to answer applicants question
- Same questions to every candidate
- Get curious
- If you don't like what you are hearing accelerate the call

22

Topgrading interview

- Divide applicants career into chapters
- Ask five questions about each chapter
- Time consuming... but worth it.
- Set expectations early in the interview
- Leverage interview tactics

23

Focused Interview

- Involve others
- Focused on outcomes and competencies
- Each team member is assigned a specific question or competency to inquire about
- Gauge cultural fit

24

Reference checks

Reference checks test what you have learned

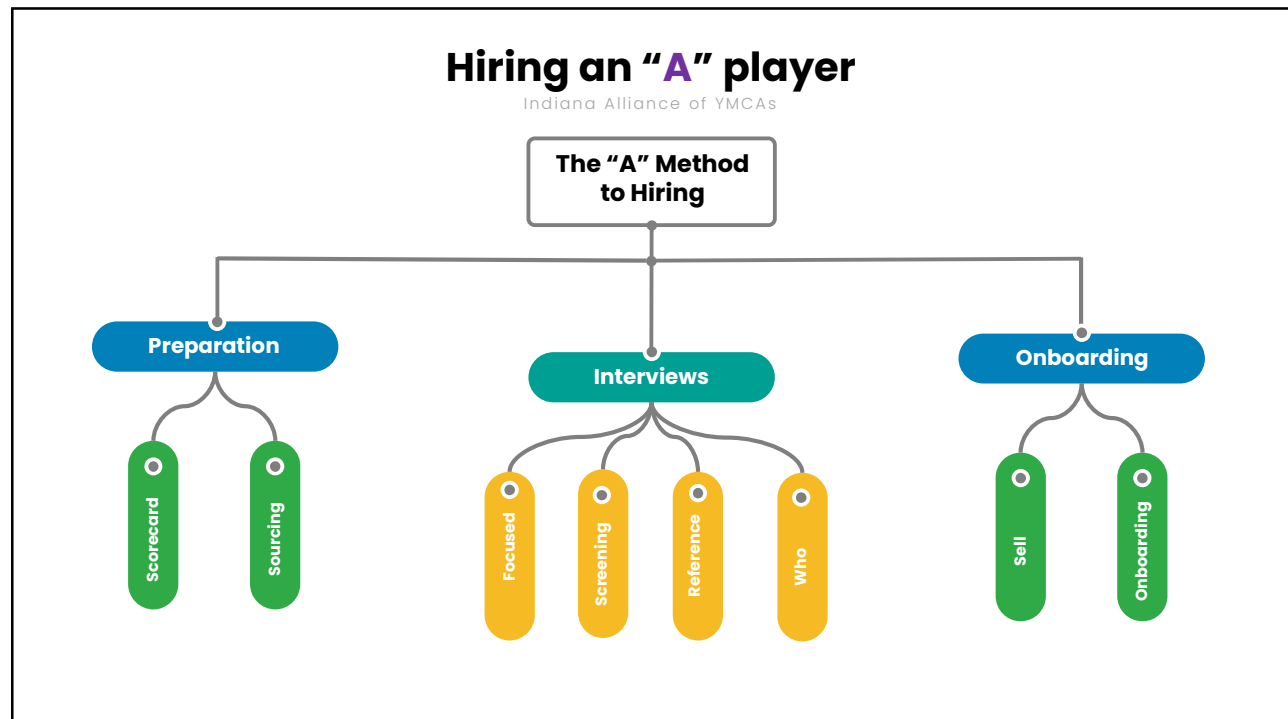
Pick the right references

Applicant sets up the interviews

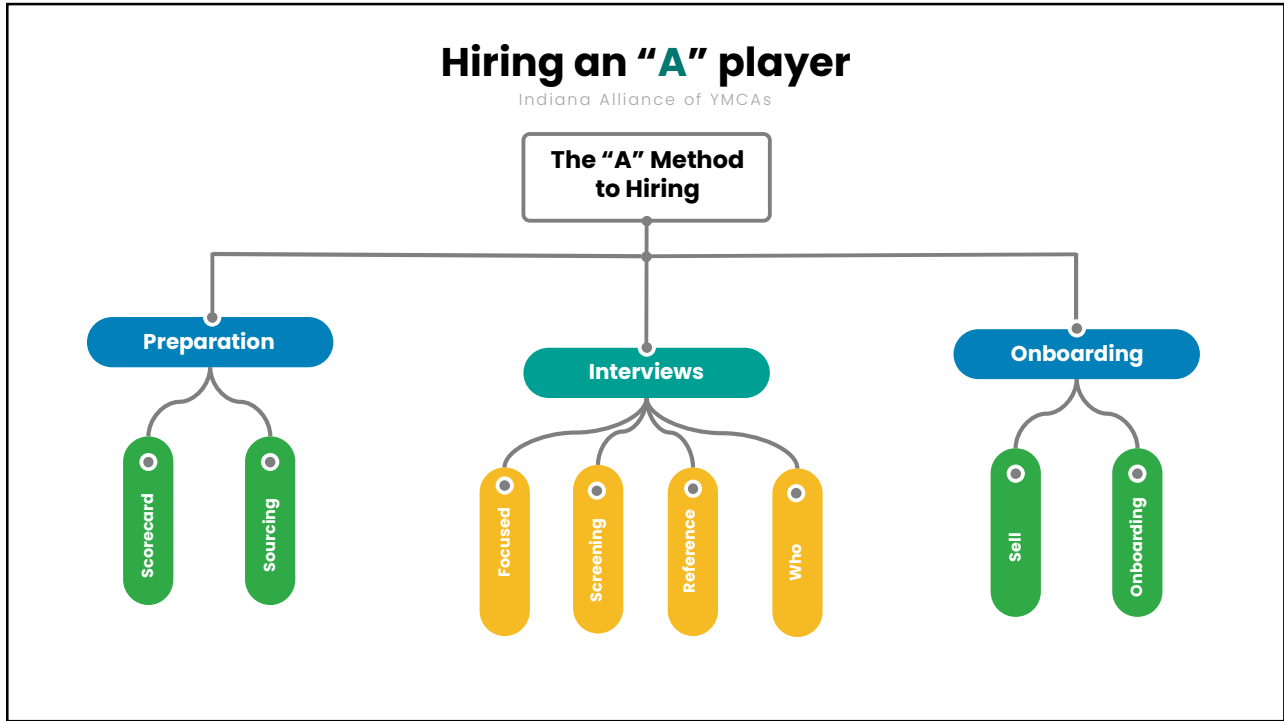
Conduct the right number of checks

Question similar to other interviews so you can merge what you learn

25



26



27

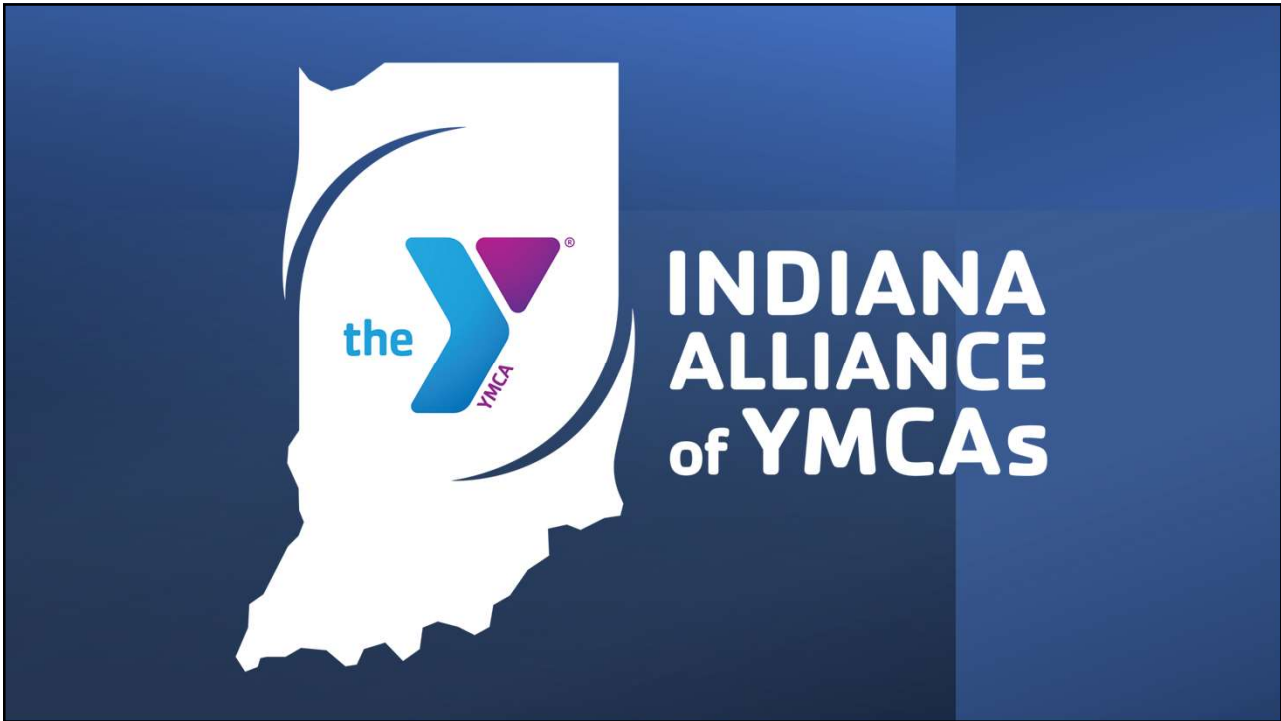
<https://geoffsmart.com/smarttools/>

28



29

29



30