



HireIMPACTTM



SENIOR LIVING
NET OPERATING IMPACT™

Top-Talent Alignment Indicator



Personalized Report For: Sample Report - 11/19/2019

Motivational Performance Characteristics:

- Sample is very closely aligned with the best front line staff and may in fact perform even better than some.
- S/he is motivated almost identically to those in the “best of the best” category, demonstrating compassion, genuine concern and empathy for others, and giving of self.
- Sample differs slightly from those in the formal “STRONG” category, due to slightly broader motivations that may include a need to have structure, learning, or autonomy.
- People like Sample often won’t tolerate working beside poor performers who are barriers to the overall well being of the community, especially the residents.

General Traits:

- You will feel compelled to assist the unfortunate.
- You probably believe you are here for a reason.
- You will be turned off by people who speak excessively about their personal gains.
- When your loss creates a win for someone else, you win.

Key Strengths:

- Your ambitions are typically focused on others and not yourself.
- You usually treat others with respect and care.
- You are likely compulsory when caregiving.
- You say, "yes" more often than you say, "no."

Training/Learning Insight:

- Your learning and development should connect knowledge to be shared with others.
- Your training and development should focus on ways to support others.
- Your training and development should involve community efforts.
- You should be exposed to others and allow them the benefit of being around you.

Motivational Insights:

- You will work to live rather than live to work.
- You bring unconventional thinking to the table. Make sure you aren't afraid to share your intuitive insights.
- You show an interest in the deeper meaning of ordinary things.
- You ensure that creativity and form work in tandem with function and results.

Continual Improvement Insights:

- You could benefit from being a little more realistic.
- It's OK that some don't understand and appreciate your passion and creativity as much as you do.
- You tend to approach problems, opportunities, and challenges in uncommon ways, which might create unnecessary risks.
- You could be using creative and complicated ideas as a safety blanket to avoid having to be overly pragmatic.



Interviewing Tips for Sample

Because Sample is motivated to care and give of oneself, combined with a need for balance and getting the job done, s/he may become frustrated by others who can't "do it all". Be careful to figure this out and be able to predict:

- If Sample is a natural leader and may be someone who could take on a leadership role down the road.
- Expresses a desire to teach others- this could be useful to your team.
- What the tolerance level is for working beside those that don't share the same passion for the residents AND commitment to get work done and done right—this could be a red flag for hiring Sample, but losing her/him later.



Interview Questions for Sample

- 1) **Share with me** a specific example or story when you had to work beside someone who was only there for a paycheck and was lazy-- and how you managed working with them. Did you cover their responsibilities and if so, why? What would have happened if you just ignored them? (You're probing to find out if they will cover for the lazy co-worker, call them out, do their work for them, or something else.)

- 2) **Tell me what motivates you in your life, overall... not just work? Where do you think that motivation comes from? Has it changed over the years?** (Determine whether the candidate is genuine, trying to be someone they aren't or they may just be good at interviewing. Using the HireIMPACT in front of you, check to hear whether the candidate describes what motivates them as the assessment does. The closer to "green", the more they are motivated by helping others and giving of oneself. Be sure to seek out descriptive words they use and ask yourself if they are trying to be someone who they aren't.)

- 3) **What should we**, as a team--whether management or staff-- do about people that don't show up or call out sick when they aren't sick? What is the impact of this type of behavior? Who or what is affected? (You're looking an awareness that of course the residents are negatively affected, but ALSO the business and the employees are affected.)

- 4) **When you get frustrated, because we all do, what is going on for you? Give me a specific example when you were very frustrated. What was the situation? Where were you? Who was it about? How did you manage through it?** (You are seeking info about several things here, but mainly about the level of frustration they have or what's behind their justification to be frustrated... is it a minor thing or a major thing? Is it something related to things or people? Is it something about others not caring about people and that frustrates them?)

- 5) **Give me an example of a time when you were able to successfully persuade someone to see things your way at work.** (Try to find out if they are willing to get others to see things their way or if they shy away from such things because they don't want to ruffle feathers or make people feel like they don't care about them.)

- 6) **Attitude, meaning having a good and positive attitude, is essential in our business for many reasons. What's your general attitude on life, on working with others, on rising above others with bad attitudes, etc.? Are you willing to agree right now, that if and when you demonstrate a bad attitude, we will both agree that you will either fix it immediately or give appropriate notice to move on and work somewhere that accepts such mindsets?** (You are essentially seeking a verbal agreement that, down the road, will put you in a good place from a HR and legal perspective. DOCUMENT their answer with exactly what they said, date and time!).

- 7) **Describe a time** when you struggled to build a relationship with a resident (or a customer if no previous senior living experience). How did you eventually overcome that? What was the experience like for you--meaning how did you feel? (You want to find out if they can take a stand or let things go without always worrying about everyone else's feeling and not their own.)

Interviewer Name (Printed): _____ Signature: _____ Date: _____

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