

Successful Staffing with the Position Insights and Ministry Insights Assessments

With the combination of the Position Insights and the Ministry Insights Assessments you have a unique and comprehensive process to assess, place and retain the right people for your church, Christian ministry, or business. The step-by-step assessment process is included below along with some ideas for getting the best insights and results during and after the selection process.

Successful Staffing

Finding, hiring and retaining good people can be a difficult and consuming process. But take heart! Although successful staffing may be an involved process, the Position Insights and Ministry Insights Assessments, when used together, will streamline your approach and decisions about new staff and the positions you want to fill. Below are a few key points to consider in helping you find and retain the right people for your church, ministry, or business.

The two main questions in successful placement are:

- **What are the main expectations and behavioral profile of the position?**
- **Who will best fit the profile of the position based on his or her most dominant and natural strengths?**

Check Your Expectations for the Position

Clarify Your Perception of the Position

It may be surprising to find out that the main reason for high staff turnover and employee dissatisfaction is an ill-defined picture of the position before a person is hired!

- Successful hiring and placement starts with clarifying your expectations of the open position.

Here is an important checklist of questions to answer as you start to consider successfully filling an open position.

- What is the nature of the position?
- 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?
- What are the most difficult aspects of the position as you see them?
- Are there other people who agree with you about what the job entails?
- Are you sure that you and your new staff understand the specific demands and expectations of their positions?

Consider Four Factors Before Selection!

Four essential factors are at work in every position and every candidate. Every position, 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 church or organization requires from the person in that position.

- Solving Problems
- Influencing Others
- Responding to the Pace of the Environment
- Following Rules and Procedures

Some predictable hiring issues and conflicts can be avoided if the selection 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 selection process with the Position Insight and Ministry Insights Assessments, here are a few key points to remember as you look to select and retain the right people for open positions:

- It’s important to get a clear picture of how much each of these behavioral factors is 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 positions available.
- The Position Insights and Ministry Insights Assessments, together, give a clear picture of the intensity of each one these factors in a job and in a candidate.

Looking at Strengths and Behavioral Style

Who Will You Choose?

Selecting 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 actually end up increasing your staff turnover. Here’s why:

- It is appealing and comforting to hire a “great” person with lots of ability and potential to excel in the position. 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” regularly, the more internal frustration and related stress will accumulate in the employee. It’s the “square peg in a round hole” mentality.
- A staff person 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.
- 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 Ministry Insights Assessments come in!

Getting the Profiles

Our recommended selection process is outlined below with an emphasis on the Position Insights Assessment as the first step in clarifying what each position demands for ministry success. The second part of the successful selection process includes having top candidates complete the Ministry Insights Assessment. Both assessments are always available at www.ministryinsights.com.

With the Position Insights Assessment, an individual, selection team or search committee will be able to get a clear and accurate picture of the behavioral demands of any position.

With the Ministry Insights Assessment, churches and selection teams are able to obtain an accurate profile of each person, and will be able to compare the position profile with each candidate’s profile. This assessment will give in-depth insights to selection teams on how each candidate solves problems, influences others, responds to the pace of work, and follows rules and procedures.

The Position Insights Assessment process is outlined below. This Position Insights guide is designed to help an individual or team accurately assess and outline the behavioral demands of any position. If the process outline is followed, it will accomplish three important objectives for the individual or group in charge of selection and placement:

Successful Staffing.....

1. For the individual, this process creates clarity about the position and its behavioral demands. For a group or committee, Position Insights creates a strong consensus and understanding among group members about the expectations of the position.
2. The process provides a clear understanding and outline of the personal strengths needed by someone to excel in the specific position in question.
3. The process helps a group identify ideal candidates for open positions.

*If an individual is completing the Position Insights Assessment alone, he or she should skip the following steps and **begin with item 3 in Step Two below to begin the process.**

**Again, it is recommended that the individual be familiar with the Ministry Insights Assessment to gain the most benefit from the Position Insights report.

Step One:

For the Position Insights process it is recommended that the search committee complete the pre-assessment exercises below. These are designed to help the selection team build teamwork, understanding, and closeness in order to eliminate possible misunderstandings and biases during and after the selection process.

Pre-Assessment Exercises:

1. All selection team members should individually complete the Ministry Insights Assessment before starting the Position Insights process.
2. Each team member should share his Ministry Insights report with the group. This will enable members to become more understanding of each other and more familiar with the material in the Position Insights assessment report.
3. The selection team should, in advance, set an appropriate time to complete the Position Insights process together, and make themselves familiar with the demands of the position in question before starting the process.

Step Two:

Begin the Position Insights Assessment process by building consensus in the group.

1. Each person on the selection team needs a copy of the Position Insights response form. Download and print the 14-item survey for each committee person. The form can be copied from the back of this guide or opened and downloaded at www.ministryinsights.com/position.pdf.
2. Reach a consensus! Complete the survey AS A GROUP by ranking each item on the survey from 1 – 4. Each block requires agreement by the entire group on the order of importance of each statement before moving on to the next block. “If the position could talk, what would it say?”

3. Score the instrument. After the survey is completed, the online report must be generated. Enter the responses on the online form by using your designated link and password at www.justrespond.com.
4. The Position Insights Report will be immediately generated and e-mailed.
5. Print the Position Insights report using Adobe Acrobat Reader and discuss the report within the selection team. It is important that everyone agrees on the overall profile of the position.

Step Three:

Comparing top candidates to the profile of the position.

1. Make certain that your top candidates have taken the Ministry Insights Assessment, and the group (or individual) has each candidate's report on hand for the meeting.
2. As a group, compare the top candidates' Ministry Insights profiles to the Position Insights profile and identify similarities and differences. Structure live interview questions from the reports for candidates if more interviews are necessary.
3. Compare the candidate's Core Style Graph in his or her Ministry Insights report and its degree of similarity to the Position Insights graph. A close Core Graph match indicates that the candidate's Core Style is compatible with the position requirements.
4. As a group, discuss differences between the top candidates' profiles and the profile of the position and decide how closely the successful candidate's profile needs to match the Position Insights profile.
5. Reach an overall agreement on the best "match" for the position.

Step Four:

Follow up with the new staff member during an initial hiring meeting, and make plans to review the position and the staff in the future.

1. The selection team or individual should meet with the successful candidate and review the Position Insights profile and his or her Ministry Insights report to set the expectations for the new staff and about the demands of the position.
2. If the new staff is placed in a leadership or pastoral position, it is recommended that the new person and his or her staff conduct a teambuilding session using the Ministry Insights Assessments. This interactive process will help the team through the new leadership transition.
3. 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.

Position Insights™

The Position Insights process was developed to assess the unique strengths and behavior that are needed for successful completion of a particular position. This allows an individual or team to identify the behavioral demands of the position itself, NOT the behavior of the person performing in the position. Consequently, when responding to this instrument, the focus must be an objective view of the position. If the POSITION could talk, this is the way it would rank the statements in each group.

Date: _____

Viewed by: _____

Organization: _____

Position: _____

(Define by as many words as necessary, or in a general sense.)

Directions:

There are 14 categories, each with 4 items to be considered. This is not a timed response, but please take only the time needed to complete this form.

Individually, or as a team, rank each of the 4 statements in the 14 groups in order of importance or relevance to the job. Indicate your choices as follows: for the most important statement to the position enter 1, for the second most important statement enter 2, etc. **For the 14 groups, each number (1-4) must be used only once and every box must have a number in it.**

Example:

This position calls for:

- | | |
|---|--|
| 4 | A. Analysis of data and facts before acting. |
| 3 | B. Tactful decisions. |
| 1 | C. Quick and forceful decision. |
| 2 | D. Logical thinking before making decisions. |



This position calls for:

<input type="checkbox"/> A. Analysis of data and facts before acting. 1 <input type="checkbox"/> B. Tactful decisions. <input type="checkbox"/> C. Quick and forceful decisions. <input type="checkbox"/> D. Logical thinking before making decisions.	<input type="checkbox"/> A. Influencing others to a common goal. 8 <input type="checkbox"/> B. Concentrating on details. <input type="checkbox"/> C. Challenging assignments. <input type="checkbox"/> D. Exhibiting patience.
<input type="checkbox"/> A. Few changes. 2 <input type="checkbox"/> B. Some changes. <input type="checkbox"/> C. Many changes. <input type="checkbox"/> D. No change.	<input type="checkbox"/> A. Contacting people. 9 <input type="checkbox"/> B. Following directions. <input type="checkbox"/> C. Getting results. <input type="checkbox"/> D. Performing to standards.
<input type="checkbox"/> A. Clean, tidy and organized work station 3 <input type="checkbox"/> B. Freedom to act independently. <input type="checkbox"/> C. Consistent performance. <input type="checkbox"/> D. Conveying confidence in others.	<input type="checkbox"/> A. Following procedures to perfection. 10 <input type="checkbox"/> B. Solving people problems. <input type="checkbox"/> C. Bold, aggressive actions. <input type="checkbox"/> D. Routine work.
<input type="checkbox"/> A. Work to be completed accurately the first time. 4 <input type="checkbox"/> B. Being flexible. <input type="checkbox"/> C. Planning ahead on a large scale. <input type="checkbox"/> D. Identification with the team.	<input type="checkbox"/> A. High quality controls. 11 <input type="checkbox"/> B. Creative and original thinking. <input type="checkbox"/> C. Optimistic outlook. <input type="checkbox"/> D. Working with the system.
<input type="checkbox"/> A. A systematic way to do things. 5 <input type="checkbox"/> B. Contact with many people. <input type="checkbox"/> C. Making quick decisions. <input type="checkbox"/> D. Being diplomatic and cooperative.	<input type="checkbox"/> A. Complete authority to carry out responsibilities. 12 <input type="checkbox"/> B. Analysis of facts and data. <input type="checkbox"/> C. Many people interactions. <input type="checkbox"/> D. Patience.
<input type="checkbox"/> A. Avoiding trouble. 6 <input type="checkbox"/> B. Solving problems. <input type="checkbox"/> C. Verbalizing thoughts and ideas. <input type="checkbox"/> D. Working with things.	<input type="checkbox"/> A. Freedom from excessive detailed work. 13 <input type="checkbox"/> B. Task-oriented concentration. <input type="checkbox"/> C. Balanced judgment. <input type="checkbox"/> D. Friendly work environment.
<input type="checkbox"/> A. Staying at one work station. 7 <input type="checkbox"/> B. Expediting action. <input type="checkbox"/> C. Adhering to procedures. <input type="checkbox"/> D. Generating enthusiasm.	<input type="checkbox"/> A. More emphasis on quality than efficiency. 14 <input type="checkbox"/> B. Freedom from conflict and confrontation. <input type="checkbox"/> C. Highly persuasive communications. <input type="checkbox"/> D. Accepting and initiating change.