

Build an Exceptional Team that Gets Results

Session 2

Hire the Extraordinary

LUANN UNIVERSITY

Today's Goal

Set you up with fundamentals for success to confidently

hire exceptional people that positively contribute

to your business and give you peace of mind

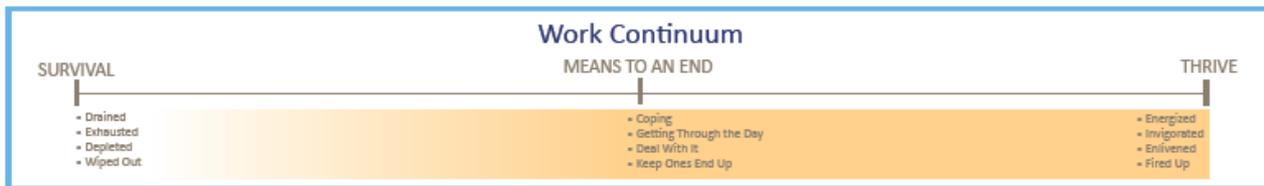


What does exceptional look like

Components of a highly effective selection process

Hire EXCEPTIONAL Employees

Hire Someone BORN for the Job—Not Someone Whose Job is a Means to an End



Key Ingredients of Exceptional People



Natural Strengths



Environment and culture attracts them



Passion, Mission & Purpose

What Does EXCEPTIONAL Look Like?

Exceed your performance expectations in quality, production, service, and results.

Come to work every day with a positive attitude.

Go above and beyond what is expected.

Ignite cooperation and team work.

Inspire team members to do more and be more.

10 Questions to Ask to Hire an Exceptional Employee

Uncover their natural **TALENTS** (what they enjoy)

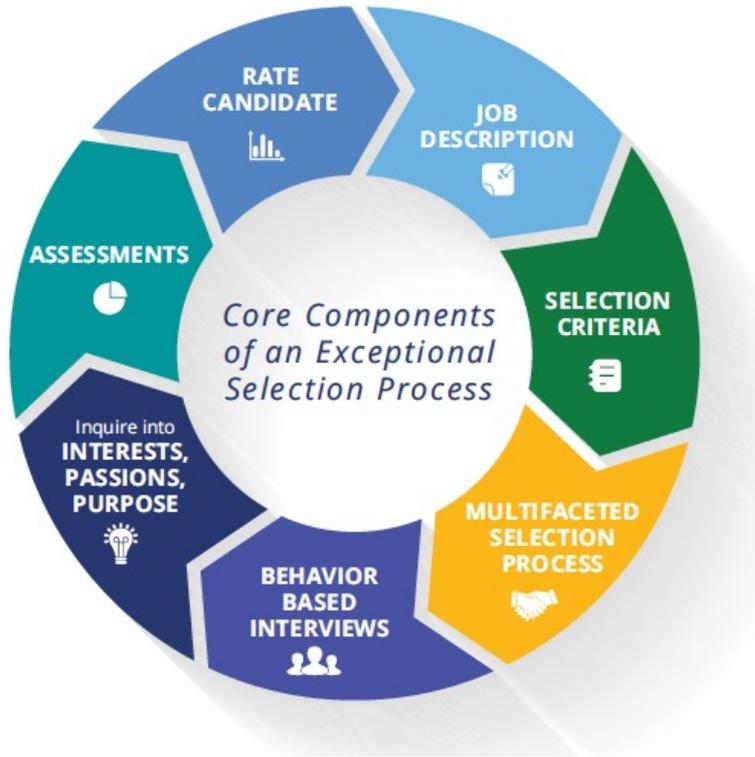
1. What aspects of this job do you feel you would naturally excel?
2. What strengths do you bring to this job?
3. What aspects of this job get you most excited and why? What are you least excited about and why?

Discover if their **ENVIRONMENT** and **PURPOSE** are aligned

4. What type of work environment do you enjoy? What do you like about that work environment?
5. How would you describe your work values? How do they relate to your personal values?
6. What is your passion and purpose in life? How does this job and company relate to that?
7. What gets you most excited about working here?

Determine if they have done **EXCEPTIONAL** work

8. What have you done to make a company money or save a company money?
9. What have you done to make a company more efficient or effective? Tell me about any systems you have implemented, refined or streamlined.
10. What makes you stand out among your peers?



Process Steps

1. Define the Job: Job description
2. Source candidates: Job post
3. Screen candidates:
 - Resume
 - Phone screen
 - Interview
 - Assessments
4. Rate candidates
5. Check references
6. Extend offer & seal the deal

Design Assistant JOB DESCRIPTION



JOB SUMMARY

Design assistant provides design and administrative support to the Interior Designer(s). Their tasks include tracking and monitoring projects, creating 3D designs, architectural models, renderings, drawings, and preparing story boards for client presentations. They source products, place orders, track orders, coordinate pickups and deliveries, work with the warehouse to track what has arrived, expedite orders and updating the status report on a daily basis. The Design Assistant is the glue of the design team. They are an integral part of the team and significantly impact achieving high quality deliverables and exceeding client expectations.

Key Performance Indicators

- ★ Projects are tracked and communicated in an accurate, timely, efficient, effective, professional manner (projects met milestones, deadlines, budget, profit goals)
- ★ Work in a positive, professional, accurate, timely manner with designer
- ★ Provide exceptional customer service to internal and external constituents

ESSENTIAL JOB FUNCTIONS AND KEY TASKS

The following statements are intended to describe the general nature and level of work. Other duties may be assigned.

1. Track and monitor design projects

- Set up new customer in project management software system and add information as it becomes available
- Prepare client proposals for approval and purchasing
- Move the customer into the appropriate phase of the project
- Update customer financial information, budget, and notes on an on-going basis
- Send out designer reports every two weeks

- Communicate with internal staff, clients, and vendors regularly
- Prepare, manage, and maintain all project binders, files, correspondence, drawings, etc.

2. Create 3D designs, architectural models, renderings, and drawings

- Create 3D designs for bathrooms, kitchens, furniture layout, etc.
- Create detailed permit and construction drawing sets, including plans, elevations and sections
- Design and create construction drawings for custom built-ins and furniture
- Research specifications required for drawings

3. Prepare story boards and mood boards in collaboration with designer

4. Research, recommend, and track materials, finishes, and furnishings

- Specify materials, finishes, furnishings, lighting, accessories, etc. required for each project
- Research materials, furnishings, fixtures, and finishes
- Call showrooms for pricing, check stock, lead-time, etc.
- Select materials and furnishings within profit margin guidelines
- Obtain samples for clients
- Prepare client proposals for approval and purchasing
- Generate and process all purchase orders and invoices
- Order and track all materials
- Call vendors and workrooms to follow up on orders/expedite orders
- Update status report on daily basis
- Coordinate pickups and deliveries with vendors
- Assist with site measurements, installations, and photo shoots
- Coordinate post installation returns

5. General administrative support

- Open office daily
- Take messages off answering machine
- Answer phone
- Return all emails from vendors and clients by end of the day
- Copy, scan, file,
- Order office supplies
- Maintain materials library and resources materials

Design Assistant JOB DESCRIPTION

WHAT DOES EXCEPTIONAL WORK LOOK LIKE?



- Produces timely, accurate work
- Cultivates positive internal and external relationships (employees, customers, and vendors)
- Performs all duties in a manner consistent with policies, procedures and firm values
- Reliable and consistent attendance and punctuality

JOB REQUIREMENTS

Experience

- Must have previous education or experience in interior design industry
- Prefer at least one-year design assistant experience in an interior design firm

Technical Skills

- Must have 3D modeling experience using or comparable software program
- Strongly prefer knowledge and experience with Sketchup, Smart Draw, Floor Planner or a comparable software for space planning and furniture layouts
- Must have excellent computer and typing skills

Performance Skills

- Detail-oriented
- Manage multiple priorities/organization
- Client relations/customer service
- Problem solving
- Self-reliant
- Excellent verbal and written communications skills

Candidate must be physically able to perform various installation project requirements such as lifting, standing for long periods, using a ladder, and other physical duties.

Candidate must have transportation and valid driver's license.



Design Assistant JOB POST



Seattle based XYZ Interiors designs with elegance, sophistication, and flare in a manner that honors the client's identity and helps people live their best lives. Published in Adore Home, Architectural Digest, Azure and Elle Decor, XYZ design team is an elite group of design professionals working together to produce superior products that exceed client expectations.

We are looking for a dynamic, fast paced, detail oriented interior design assistant to join our team. We offer a high-growth environment where you will be challenged, mentored, learn new skills, and gain real-world experience in interior design. Our goal is to grow you with the firm.

Are you highly organized, curious, with extra ordinary attention to detail and think fast on your feet? Are you tech savvy, extraordinary with software and spreadsheets? Is design and décor your personal passion? Does a fast-paced office with high standards of professionalism and excellence excite you? If yes, apply today.

MINIMUM QUALIFICATIONS

- Must have previous education or experience in interior design industry
- Prefer at least one-year design assistant experience in an interior design firm
- Entry-level proficiency in 3D programs for 3D models and 2D drawings
- Proficient in Adobe Creative Cloud
- High attention to detail
- Proven ability to self-manage; pro-active in researching things you don't know
- Flexible and willing to do whatever is needed
- Excellent verbal and written communication skills
- Organized and can manage multiple priorities
- Must have a passion for design and a design sensibility that resonates with our firm
- Must have a valid driver's license



RESPONSIBILITIES

- Collaborate in the creation of preliminary plans and design concepts
- Creating floor plans, elevations, and construction documents
- Create client mood boards and presentations
- Research and select furnishings, fixtures, and accessories for projects
- Order material samples from vendors and put together custom furniture orders
- Prepare client budgets and specifications
- Enter items into our project management software
- Create proposals for clients
- Assist with installations, coordinate deliveries, and handle post-installation returns

Design Assistant PHONE SCREEN



STEP 1: WELCOME, BUILD RAPPORT, INTRODUCE THE INTERVIEW

- Thank the applicant for his/her interest in the design assistant position.
- Introduce yourself, your position, and provide a brief history of your firm.
- Ask the applicant to share what they know about your firm.
- Explain the format and outline of this telephone interview:
 - ★ You will ask questions regarding background and work experience.
 - ★ You will tell them about the company and position.
 - ★ You will answer their questions.

STEP 2: BODY OF THE INTERVIEW

Ask the applicant about previous employment

- Please verify the exact dates (month and year) of employment for previous (3-5) positions.
- Please provide a brief overview of your responsibilities in each job.
- Please explain why you left each job.

Please describe your design experience, the scope of work you performed, and the project budgets

- What was your sweet spot in the design process?
- What problems and challenges came up?
- How did you overcome them?

Please provide a specific example of a design project that you were a part of and are particularly proud of

- What made the project a success? (note: you want to know what the applicant thinks a success looks like. e.g. client satisfaction, industry recognition in magazine, referrals, profitable job, on budget on time)
- What was your role in the success of the project?

Ask specific screening questions regarding technical skills required

- Tell me about your experience creating 3D designs, architectural models, rendering, and drawings?
- What project management software have you used? (e.g. Mydoma, Asana, etc.) How proficient are you in them?
- Tell me the process you use to select materials, finishes, furnishings and fixtures?

General questions

- What do you think makes you stand out amongst your peers?
- What new systems or processes have you improved or initiated to enhance the effectiveness of your last job?
- What salary range are you open to? or Are you open to the salary range of \$___ to \$___? or Do you have any minimum salary requirements?

Job fit questions

- What are you looking for in your next job and company?
- What design responsibilities are you particularly good at?
- What design responsibilities do you particularly enjoy and are passionate about?
- Have you ever had a day you were driving home from a very long day at work and you were on cloud nine. What made you feel that way?
- What specifically appeals to you about this job and firm?

STEP 3: INFORM AND SELL CANDIDATE

- Provide a brief summary of your firm. Share your vision, values, and goals. Talk about what makes your firm special, unique. Why it is a great place to work?
- Describe the position. You can walk through the major functional responsibilities on the job description.

Design Assistant PHONE SCREEN



STEP 4: ANSWER APPLICANT'S QUESTIONS

- Ask the applicant if they have any questions at this time.
- Ask if this position interests them and if they would like to continue in the process.

STEP 5: CLOSE THE INTERVIEW

- Thank the applicant for their time today.
- Let them know you will be in touch to let them know the next step in the process.

STEP 6: EVALUATE CANDIDATE

Determine if candidate meets minimum qualifications; if yes set up an Interview

- Bachelor's or Associates degree: Yes ___ No ___
- Minimum one year interior design experience: Yes ___ No ___
- Has some experience and proficiency in:
 - 3D modeling, renderings, drawings: Yes ___ No ___
 - Project management software: Yes ___ No ___
- Has a strong design portfolio: Yes ___ No ___
- Is within your salary range: Yes ___ No ___
- Has pleasant, positive, professional verbal communication skills: Yes ___ No ___
- Does the candidate have a passion for the job: Yes ___ No ___
- Do you think the candidate will fit into your culture and your team: Yes ___ No ___



Design Assistant INTERVIEW GUIDE



Candidate Name: _____ Date: _____

INTERVIEW PREPARATION

- Read job description and candidate resume prior to interview
- Formulate specific questions regarding background and experience based on resume
- Read interview guide and select what specific technical skills and performance skills you are going to evaluate
- Select one to three questions from each skill area that you are going to evaluate using the interview guide below

INTERVIEW OUTLINE

- 1. Build Rapport:** Begin the interview by welcoming the applicant, offering coffee or water, building rapport and putting the candidate at ease.
- 2. Introduce the interview:** Introduce yourself, your position, and provide a brief history of your firm. If you did that in the phone interview you may want to share more detail around the vision, values and culture of your organization and why you believe makes it successful, fun, enjoyable.
 - Ask the applicant to share what they know about your firm (if you did not ask in phone screen)
 - Explain the format and outline of this interview:
 - * You will in-depth questions about their design skills and work experience.
 - * You will tell them about the company and position.
 - * You will answer any questions they have about the job or firm.

- 3. Body of the interview:** Ask as many questions from each skills area as you need to in order to rate the candidate on their skill level in that area. Typically 1-3 questions is needed. Select the question(s) that are relevant to you and your firm. You can also add questions of your own. *Do not rate the candidate during the interview.* Take notes on their answers during the interview and rate the candidate after the interview. See rating scale at the end of the document.

TECHNICAL SKILLS	COMMENTS	RATING
»» 3D Modeling ««		
Tell me about the different 3D modeling you have done.		
What was the most complex 3D you have done?		
Tell me about a specific 3D model you did that you are particularly proud of. Do you have a sample in your portfolio?		
Tell me about some challenges or problems you have had with 3D modeling.		
»» Prepare Story Boards for Client Presentations ««		
Tell me about your experience preparing story boards for client presentations.		
Describe a specific story board presentation you worked on. What was included in the presentation? What role did you play? Do you have samples you can show me?		

TECHNICAL SKILLS	COMMENTS	RATING
»» Design Project Tracking and Monitoring ««		
Tell me about a specific project similar to the types of projects we have here and what you did start to finish to set up, track, monitor and move the project along. What challenges came up along the way?		
Describe a project that went totally off track and was difficult to manage. What happened? What did you do?		
»» Computer Applications ««		
What experience do you have with Microsoft Word? What kind of documents have you created and what were they used for?		
What experience do you have with Excel? What kind of documents have you created and what were they used for? Did you create spreadsheets from scratch?		
What other programs have you used at work? What are your strongest and weakest programs?		
Tell me about your experience with adobe creative cloud?		

PERFORMANCE SKILLS	COMMENTS	RATING
»» Detail-Oriented ««		
Pays close attention to the details of a process and is thorough in completing daily tasks.		
Describe a time when attention to detail was critical on the job. Why was it critical? How did you perform? What did you enjoy about the work?		
What was the most detail oriented project you ever worked on? How did you ensure you were accurate?		
Tell me about an error you made due to not paying attention to the details. What did you learn from it? How do you operate today so that does not happen again?		
»» Manage Multiple Priorities/Organization ««		
Effectively manages and accomplishes a number of different tasks and projects.		
Tell me how you plan, organize and prioritize your work. What tools do you use to keep organized?		
Tell me about your experience tracking multiple projects. What type of software have you used? Asana? Google App?		

PERFORMANCE SKILLS	COMMENTS	RATING
»» Culture Fit ««		
What are you looking for in your next job? Company? Manager?		
What interests you most about this job?		
What specific skills or strengths do you bring to this position?		
Why are you interested in working for our firm?		
What is your passion? How does this position relate to your passion?		
»» Exceptional/Excellence ««		
What makes you exceptional in a job?		
What have you done that demonstrates your excellence or excellent performance?		
What do you consider your strengths?		
Why should we hire you instead of someone else for this position?		

SCORING – RATING SCALE DEFINITIONS

- 1 - Not Qualified:** Candidate cannot think of any specific examples that demonstrate the skill area
 - 2 - Less than Fully Qualified:** Candidate example is vague, incomplete, weak; does not convey the experience/expertise required
 - 3 - Qualified:** Candidate has a positive example that demonstrates they have the skill at an acceptable level; behavior meets expectations
 - 4 - Highly Qualified:** Candidate has positive examples that demonstrate the skill; behavior is beyond what is expected; Candidate response is complete, thorough, and addresses issues at hand
 - 5 - Exceptional:** Candidate examples are truly exceptional (top 10%); they initiate new systems, make process improvements, and achieve outstanding, remarkable results
- ** All candidates must have a minimum of a 3 in each skill. Aspire to hire candidates with all 4's and 5's*

4. Inform and Sell

- Tell the applicant the current projects you are working on and where they might fit into the work.
- Review the job description to ensure they are clear on the full scope of responsibilities of the job.
- Share more about the company culture and the benefits of working for you and your firm.

5. Answer Applicant Questions

- Ask the applicant if he/she has any questions at this time.
- Ask if this position interests them and if they would like to continue in the process.

6. Close the Interview

- Thank the applicant or their time today. Let them know you will be in touch to let them know the next step in the process.

POST INTERVIEW

Rate the candidate on each individual skill area on a scale of 1-5 using the rating scale definitions.

Design Assistant ASSESSMENTS

PRE-EMPLOYMENT BEHAVIOR ASSESSMENT

- **Predictive Index Assessment for Hiring**

Pre-employment behavioral assessments provide valuable insight into an applicant's detail orientation, work pace, and other factors germane to selecting an exceptional person for a position. I have used this particular pre-employment assessment for over 20 years with tremendous success. There are a plethora of pre-employment behavioral/ personality assessments available online.

SKILL ASSESSMENTS

- **3D Modeling Skill Assessment:** Give candidate a 3D modeling assignment.
- **Interior Design Software Assessment:** Ask candidate to do something (update, add tasks or comments, etc.) specific in the software you use and that they are familiar with.
- **Design Assignment:** Ask applicant to complete a design assignment. For example, design a living area for an apartment/home (provide specifications). This is for a young married couple in their early 30's with a budget of \$30,000. Design it to your own aesthetic. Submission should include: furniture plan (to scale), mood boards, rendering of one view of the living area (by hand or digital), google sheets budget (spreadsheet with all items to purchase and relevant information).
- **Story Board Skill Assessment:** Ask candidate to create a living room or bedroom storyboard per specifications sourcing materials, finishing, and furnishings.
- **Computer Tests:** There are computer tests available on Indeed and through temporary agencies. They include: cognitive & psychometric (e.g. attention to detail, problem solving); computer skills (Microsoft word, excel, word processing, etc.); typing test, English writing test (grammar, spelling, etc.).

WRITING ASSESSMENT

- Ask applicants to submit a cover letter with their resume when they apply.
- Review applicant interview correspondence and thank you notes.



Did you know?

- Evaluating a candidate's "work sample" can explain up to 29% of an employee's performance
- Using an "ability to perform" assessment can give you a 55% evaluation on how a candidate will perform as an employee

Design Project Example

Create and present a Pin Board with a combination of room elements

Silhouettes only – no need to pull fabrics / colors



Client picked these images from a sampling
Key Words: Simple, Elegant, Crisp
Colors: White – pale blues – light Greige – beiges – formal but warm
Like popping dark woods with light floors



Likes panelling - fabric colors – dark pops of dark wood

Note: Chairs too funky

Metal finish: Brass preferred



Design Assistant RATING FORM



Candidate Name : _____ Date: _____

TECHNICAL SKILLS	COMMENTS	SCORE
3D Modeling Sketchup, Smart Draw, Floor Planner or a comparable software for space planning and furniture layouts		
Prepare story boards for client presentations		
Design Project tracking and monitoring		
Computer Skills: word, excel, PowerPoint, Adobe Creative Cloud, QuickBooks, etc.		
PERFORMANCE SKILLS	COMMENTS	SCORE
Detail-oriented		
Manage Multiple Priorities		
Client Relations/Customer Service		
Problem Solving		
Self-reliant		
Verbal Communications		
Written Communications		
Culture Fit		
Exceptional/Excellence		

SCORING – RATING SCALE DEFINITIONS

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INTERVIEWER COMMENTS:

RECOMMENDED

NOT RECOMMENDED



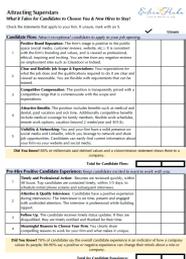
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 - Resume
 - Phone screen
 - Interview
 - Assessments
4. Rate candidates
5. Check references
6. Extend offer & seal the deal

APPLICATION

What will you apply that you learned about hiring an exceptional person?

RESOURCES AVAILABLE TO YOU

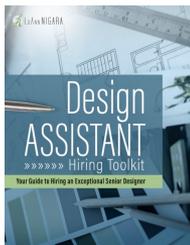


Complimentary Checklist: Attracting Superstars – What it Takes for Candidates to Choose You and Stay

- Email Jennifer at Jennifer@eileenbahn.com to request your copy

Hiring Toolkits

- Bookkeeper, Interior Designer, Senior Interior Designer, Project Manager, Office Manager, Office Administrator, Design Assistant, Expeditor/Purchaser
- Includes job description, job post, phone screen, interview guide, assessments, rating form and reference check
- Individual toolkits \$697 or bundle \$3,500
- Available for purchase at <https://luannnigara.com/store/>



Job Descriptions

- Bookkeeper, Interior Designer, Senior Interior Designer, Project Manager, Office Manager, Marketing Associate, Principal
- Each sample job description includes job summary, key performance indicators, essential job functions, key tasks, what exceptional looks like, job requirements, technical and performance skills and working conditions
- Available for purchase at <https://www.eileenbahn.com/job-descriptions/>



Expert Hiring Consulting with Jennifer Tokatyan

- Includes 1 hiring toolkit of your choice, Predictive Index behavioral assessment Hire Module software for one year and expert support, 5 hours of expert hiring consulting to guide you in hiring your next employee, and an Onboarding toolkit
- Package rate \$8,247
- Available for purchase at <https://www.eileenbahn.com/hiring-package/>