

Welcome, Introductions & Pleasantries

Practice Your Permission Step Questions

“I have an agenda here with some specific questions, but is there anything you’d like to add? Any questions you want to make sure are answered today?”

****Always looks for opportunities to ask “Can you give me an example?” Especially when connected to a specific personality trait/characteristic. But don’t stop there. Ask for a 2nd example. And a third. This helps you get past those who only focused on preparing what you want to hear in the interview, instead of those who are genuinely who they say they are and would have no problem giving you 10 examples.****

Assuming either your team did all the preliminary work and you’ve completed 1 interview (or attended the Team Interview):

1. Ask them to restate why they want this position.
2. Give them an escape clause (like ‘going negative’ in a sales conversation). Give them every opportunity to back out now. This isn’t a script so much as you will need to come up with your own talking points in relation to this position. This will give you an idea of how hungry they are to be a part of your team and culture, if they are aligned with your vision and mission, or if they’re just looking for the next best paying gig:
 - a. “It’s going to be a lot of work ...”
 - b. “We’re a start up, so that can come with a lot of growth, but also a lot of risk...”
 - c. “You could get more working for another company ...”
 - d. “We’re focused on the long-term mission here ... ”
 - e. “Are you sure you want to do this? What if it gets hard (refer to previous examples they gave of toxic/stressful work environments/etc.)? What if you feel I don’t listen to you?” etc
3. Explain the 30/60/90 day process (**Make sure you have clearly asked yourself and identified, “What would have to occur (or not occur) for me to fire this person in the first 30/60/90 days?”**)
 - a. **IMPORTANT! Verify your ability and requirements to let a new employee go with your local labor laws.**
4. Go over salary, compensation, and any other questions they may have about the logistics.
5. Give them the opportunity to shake hands.
 - a. “Ok, great. I’m ready to shake hands if you are.” We recommend you avoid saying anything like, “Congratulations, you have the position.” It’s more of an explanation that they’ll have

the position solidified when they get through the 30/60/90 day period (this is the phase of “being engaged before you get married”).

6. Give them homework and establish when it must be completed by (between now and when they begin).
 - a. For example: Filling out a form to capture all their personal data, the W9/W4, I-9, etc.
 - b. Depending on the role and personality, you may want them to plan out their first 30/60/90 days to see how proactive they are, let them show off their skills and knowledge. This will be insightful when you meet and can compare it to and align it with your own 30/60/90 day plan.
7. Give them clear instructions about what will happen on their first day.
8. Have a clear strategy, 30/60/90 day plan, task list, onboarding and training process, and even a big welcome event for them (i.e. office “getting-to-know-you” lunch).
 - a. Make sure you schedule in advance their 30 day, 60 day, and 90 day check-ins, with clear results to have obtained at each milestone.