



LEARNING TO HIRE FOR ATTITUDE: MATCHING STAFF, VOLUNTEERS & YOUR MUSEUM'S CULTURE

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AGENDA



Step 1 | Identify attitudes



Step 2 | Develop questions



Step 3 | Analyze answers

AUDIENCE SURVEY

- Are you familiar with behavior-based interview questions?
- Are you familiar with the concept of “Hiring for Attitude?”
- Are you using either in your interviews?



THE MANSION THAT BECAME A MUSEUM



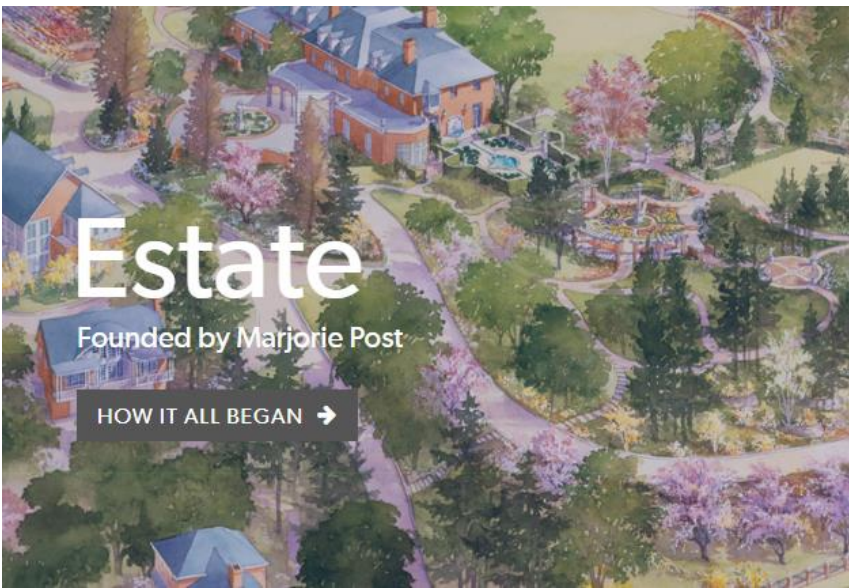
"I want young Americans to see how someone lived in the twentieth century and how this person could collect works of art the way I have... I want to share this with the rest of the world."

—Marjorie Merriweather Post



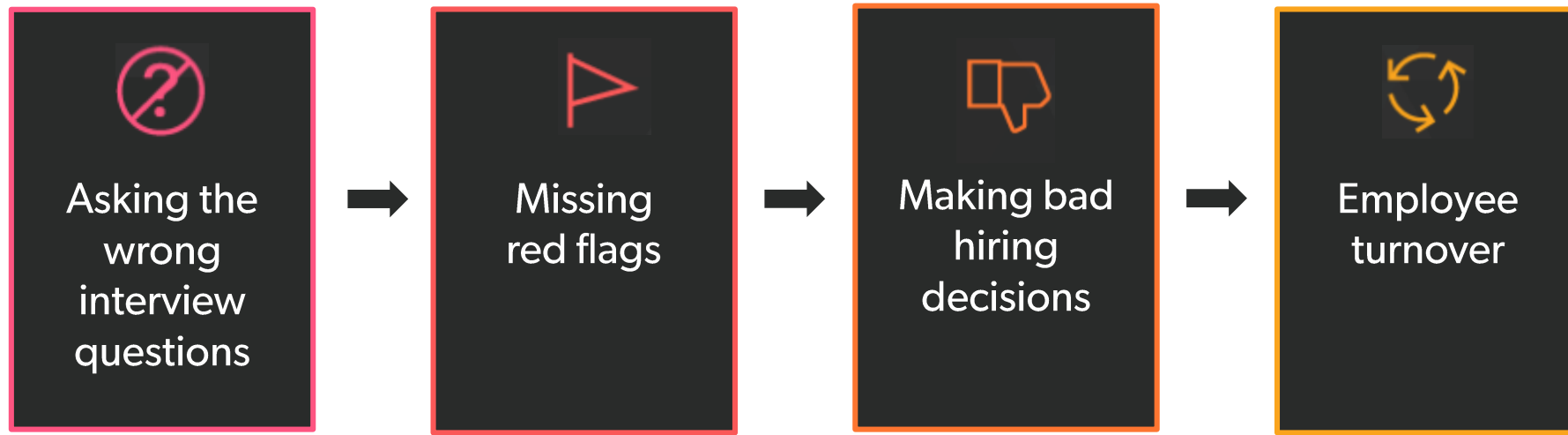
ART COLLECTOR'S PERSONAL MUSEUM

- ❑ An oasis in Washington, D.C.
- ❑ Former home of Marjorie Merriweather Post
- ❑ 12 acres of formal gardens on 25 acres
- ❑ French and Russian art primarily
- ❑ 100 full-time & part-time staff; 380 volunteers



INTERVIEWING CHALLENGES

- Questions focus on skills, not on uncovering attitudes
 - ▣ Studies show that most new hires fail due to attitudinal reasons
- Questions are not behavioral based
 - ▣ Past behavior is the best indicator for future performance



- Easy to go with gut or evaluating on liking them

STEP 1 | IDENTIFY ATTITUDES

- Think of examples. What made them successful or unsuccessful?



High Performers

- Team player
- Flexibility
- Clear communicator

Low Performers

- Negativity
- Abrasive
- Shirks responsibilities



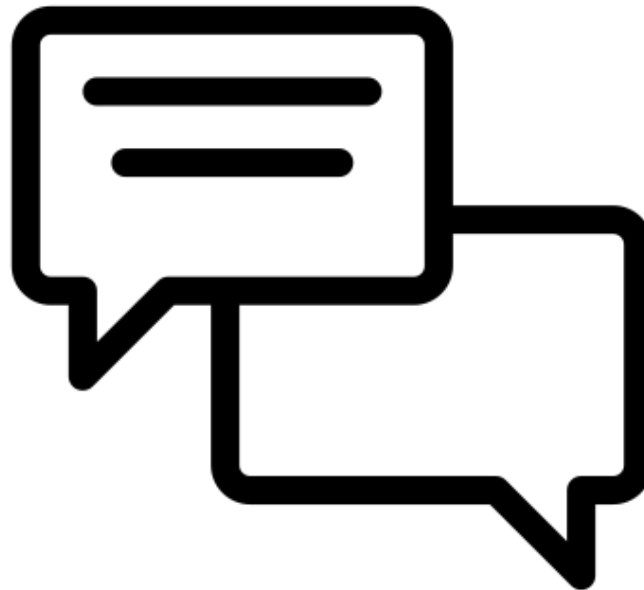
- Review the position description
- Prioritize list to top 3 characteristics/attitudes

Any questions about identifying attitudes?



TAKE 5 | IDENTIFY ATTITUDES

- Brainstorm list of high performers' characteristics and write it down
- Now, brainstorm list of low performers' characteristics and write it down
- Turn and share



STEP 2 | DEVELOP INTERVIEW QUESTIONS

- — Pick an attitude from your top 3 list:
- — ☐ Flexibility



Think of a specific instance that brings about that attitude:

- ☐ A deadline changed



Write a question that assess for that attitude:

- ☐ Can you tell us about a time when a project didn't go as planned?

AVOID HYPOTHETICAL & LEADING QUESTIONS



Hypothetic | How would you handle a difficult customer?

Leading | What tactics did you use to successfully resolve a customer issue?



Can you tell us about a time when a customer was difficult?

EXAMPLE | HIGH & LOW PERFORMER RESPONSES

Q: Can you tell us about a time when you did not have the knowledge or skills to complete an assignment?



High Performer:

Positive spin...asked for help, tried a new solution, learned something new.



Low Performer:

That stunk, not fair, his fault not mine, not my problem, need to find someone else to fix.

EXAMPLES OF INTERVIEW QUESTIONS

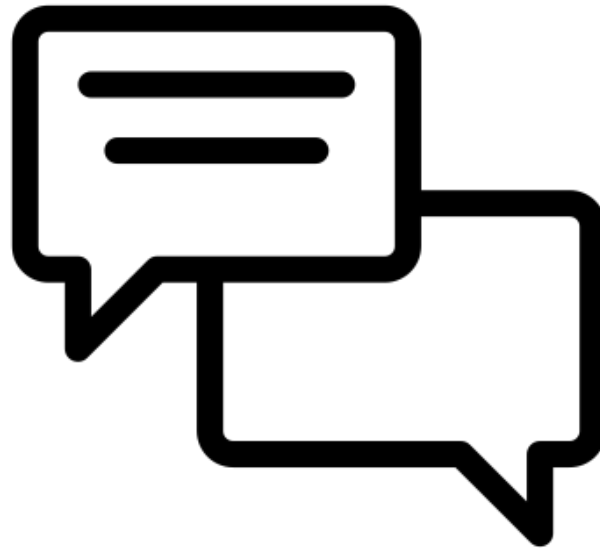
1. Can you tell us about a time when your plans did not work as you anticipated?
(change of plans, flexibility)
2. Can you tell us about a time when you received feedback that was less than positive?
(ability to take feedback)
3. Can you tell us about a time when you were disappointed in a decision made by others?
(respect authority)
4. Can you tell us about a time when you encountered an inefficient process or procedure?
(problem solving)
5. Can you tell us about a time when you had to juggle many projects at once?
(ability to multitask)

Any questions about *developing*
interview questions?



TAKE 5 | DEVELOP INTERVIEW QUESTIONS

- Pick a characteristic from your 3-5 list
- Think of a specific instance that brings about that characteristic
- Write the question that assesses for that characteristic
- Turn and share



STEP 3 | CLOSE & ACTIVE LISTENING

During the interview, did you hear...



- ☐ Examples of problem solving or creation?
- ☐ Positive or negative attitude?
- ☐ "I" vs. "you/we?"
- ☐ Past or future tense?

STEP 3 | PROBING & FOLLOW UP QUESTIONS

During the interview, use follow-up questions...

Q: Tell us about a time you worked with a team to complete a project.

A: I was put in charge of a service team. We managed to completed the project on time and with great success.



FOLLOW UP Q: How many members were on your team?
What were their responsibilities? How was success defined?

HELPFUL TIP | CREATE A RATING SHEET

- Encourage close listening
- Captures the main take-aways
- Useful tool for debriefing after the interview



Interview Rating Sheet

Key

1. Does not possess	2. Somewhat competent	3. Fully competent
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Interview Questions

1. Can you tell us about a time when you had to juggle many tasks at once?
(**Calm under pressure:** 1 2 3)
Notes:
2. Can you tell us about a time when your plans did not work as you anticipated?
(**Change of plans, flexibility:** 1 2 3)
Notes:
3. Can you tell us about a time when you were disappointed in a decision made by others? (**Respect authority:** 1 2 3)
Notes:

HELPFUL TIP | CONSIDER GROUP INTERVIEWS

- ❑ Ideal for volunteers and seasonal help
 - ❑ Great for large number of applicants
- ❑ 4-6 applicants per interview; including 2-3 interviewers
 - ❑ Allows for team's reaction and diversity of viewpoints
 - ❑ View how applicants react to each other
- ❑ Acknowledge questions can be challenging



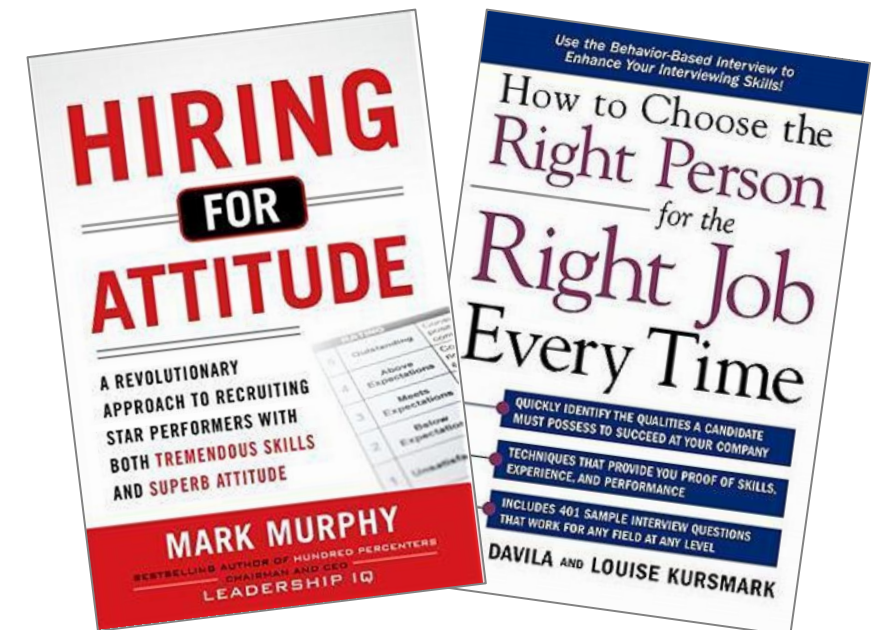
FURTHER LEARNING

Hiring for Attitude

Book: *Hiring for Attitude: Revolutionary Approach to Recruiting and Selecting People with Both tremendous Skills and Superb Attitude*, by Mark Murphy

Behavior-Based Interviews

Book: *How to Choose the Right Person for the Right Job Every Time*, by Lori Davila and Louise Kursmark



WHAT WE FOUND

EMPLOYEE & VOLUNTEER SATISFACTION



SUMMARY



Step 1 | Identify attitudes

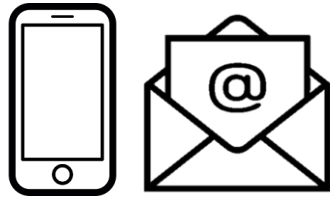


Step 2 | Develop questions



Step 3 | Analyze answers

REACH OUT



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