

Competencies for Community-Based Conservation Leaders:



A Hiring Guide

COMPETENCIES FOR COMMUNITY- BASED CONSERVATION LEADERS:

A HIRING GUIDE

A tribute to the many talented community-based conservation professionals who have been at the vanguard of this critical work for The Nature Conservancy. We recognize that a good local staff director is the most critical key to success in community-based conservation. Your success inspired us to document some of the competencies that you have so fruitfully brought to your work. It is both humbling and exciting to recognize that we must find individuals as talented and dedicated as you, to achieve our conservation goals.

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INTRODUCTION

This guide is a set of job aids designed to assist Conservancy staff in hiring excellent community-based conservation leaders. The Conservancy's investment in community-based conservation activities is accelerating rapidly³. We expect to hire an additional 200 individuals with these job responsibilities within the next 5 years. Our success in using this strategy to enhance the long-term survival of all native species and community types in a portfolio of sites depends on the people who we will hire and invest with this responsibility. It forces us to hire well and provide the management support these individuals need to achieve enduring ecosystem conservation results.

These recommendations were provided by managers with substantial experience recruiting, hiring, and supervising this critical position. The committee members listed on the back cover, were convened by Doug Hall and Bruce Runnels to achieve the following goal:

Develop clear guidelines for TNC to use when hiring community-based conservation leaders and develop a job description for this critical position.

We recognize that this attempt to "document" intuitive hiring patterns used by successful hiring managers in this field is not a full substitute for the "gut feel" that they have brought to the job. We encourage you to include experienced community-based conservation professionals on your search team. We hope that this guide, coupled with Recruiting Architect® tools (available with your DOA), will assist you in hiring top performers and that the tools adapt easily to local conditions and cultures.

Why we used this approach

Competencies are defined in many different ways to include knowledge, skills, abilities, and personal characteristics that help distinguish superior performance. The committee defined the term in a specific way to differentiate characteristics and behavioral traits that the ideal candidate must possess, as opposed to skills and knowledge that can be learned on the job and trained for. Our definition was:

Competency: *An underlying characteristic of an individual that is causally related to superior performance in the job.*

Based on this definition, we agreed that some of the most important competencies cannot be trained and therefore **MUST** be sought while recruiting.

³ See Appendix 1 – Characteristics of Landscape Scale, Community-based Conservation.

Also note: *Implementing Conservation by Design: Our Strategic Focus for the Next 10 Years*. The Nature Conservancy May, 1998.

You can teach a turkey to climb a tree, but it is easier to hire a squirrel.

RECRUITMENT

The Nature Conservancy needs to develop a strong pool of candidates for these mission-critical jobs. We recommend the following approaches:

◆ **Put substantial time and energy into the process**

Hiring managers must approach the hiring of this position as a critical job duty and give it the time and attention that filling a front-line leadership position in the Conservancy merits. Active recruitment will require working the phones for references, following up with meetings, encouraging great people to apply, engaging in reference checks for finalists, and moving the process and your search team along.

◆ **Scout internally and field test bioreserve-based people**

We must capture our knowledge of potential candidates (internal and external) from staff. For internal candidates, previous success within TNC is a very high indicator for success. Community-based programs can get early boosts by self-confident staff who know TNC well: what it can do, what it can't do, whom to call, and when to call.

For both internal and external candidates, Human Resources is establishing an Executive Search Center to assist with hiring of State Directors and Community-based Conservation Leaders. The goal of the Executive Search Center is to refer exceptional people who possess the required skills for each of these two positions and who are compatible with the cultures and needs of each place – people who will last. Send resumes and recommendations or potential candidates to the Executive Search Center in Human Resources.

◆ **Recruit widely, including the community and economic development field.**

All hiring managers should use current channels for job posting, including the Personnel Memo, our web page and Internet posting services, the Job Hotline, and local and national newspapers. We should ask for referrals from our conservation colleagues as well as develop stronger recruitment ties with local and national community and economic development practitioners. A broad-based recruitment strategy will help assure a greater diversity in your candidate pool. Organizations such as Community Development Foundations, Land Trusts, the Center for Community Change, Returned Peace Corps Volunteers, etc. are potential sources of solid candidates. Managing this database, mailing job announcements and requesting advertising space will be managed by the Executive Search Center⁴. Please send

⁴ The Executive Search Center will function very much like a headhunter – ensuring broad-based recruitment strategies and maintaining information about national candidates. The Committee knows of no headhunters with substantial experience with this type of position to date and price is a consideration when engaging them. See *Supervising at TNC* on the One Conservancy Intranet for more information about recruitment and headhunters.

suggested organizations and addresses to the Search Center in Human Resources.

◆ **Use Volunteer/Internships/Contract Employees**

The best way to judge potential employees is to see how they work in real situations over a period of time. Volunteer opportunities for professionals, internships, and short-term contractual relationships all provide opportunities to see people use their talents at very low cost to the organization. These are great mechanisms for discovering how good people are without making a full-time job commitment. Current leading community-based conservation practitioners within TNC include an ex-intern and a volunteer.

A great way to find good internal and external people is to have a trusted TNC colleague recommend them.

SELECTION AND HIRING

◆ **Develop a Small Selection Committee**

Create a small selection committee – don't have non-critical players involved in the decision just to "be inclusive" as that can prove inefficient and time consuming. Include an experienced person who knows the job well in the selection team.

The recommendations in this guide cannot fully substitute for the intuitive "gut" feel that experienced practitioners bring to this process so engaging them, where possible, is always a good idea.

◆ **Use a Screening Matrix**

A screening matrix can help cull through numerous resumes early in the hiring process and provides consistency and objectivity to the process. Post the job requirements in column one and then rank candidates using a High/ Medium/Low rating in the subsequent columns. Given that we often have large numbers of candidates applying for the position, a matrix is a useful tool for effectively identifying the candidates to be included in the interview pool. Job requirements are listed in the Job Description (Appendix 2) and there are three screening matrix examples in Appendix 4.

An alternative recommended approach is to quickly screen through your resumes and drop the clearly unfit. Ask all other candidates for a written response to a critical question. This helps ensure candidates are truly interested in the job and provides extra information for the selection committee prior to choosing whom to interview. The level of candidates' knowledge of the Conservancy and our mission is often readily apparent as are their written communication skills and initiative.

◆ **Engage Local Community Leaders**

Consider, where appropriate, engaging key community leaders in the selection of finalists. Criteria:

- ◆ TNC has a history in the community.
- ◆ TNC can accurately identify the critical community leaders.
- ◆ Community leaders are cognizant of the role the candidate would play in their community.
- ◆ Be aware that if a community group thinks poorly of a candidate, that effectively serves as a veto, as that person won't be successful if chosen anyway.

◆ **Interview Thoroughly**

Interview at least twice to get to know a person. Use Appendix 3 and Recruiting Architect® to assist you in developing solid interview questions. This recommended approach is based on the premise that the best judge of someone's future performance is their past behavior. The behaviorally-based questions are best if supplemented with hypothetical examples or better yet, real-life cases from the site. Ask candidates to explain how they would have resolved a problem or situation. Once you are confident that a candidate has a given competency move on and explore other competencies in greater depth.

◆ **Additional Tools:**

- ◆ Ask each finalist to give TNC staff a one-hour brown bag lunch presentation on a work project they are proud of. This technique will allow the selection committee to judge communication skills (under pressure), composure, passion for the subject and interpersonal skills.
 - ◆ Request a written response to a small number of questions from the finalists. The responses provide a glimpse into how the candidates reason through problems, their written communication skills, as well as their alignment with Conservancy core values. Ask up to five generic questions to generate evidence of strategic thinking, community engagement and traits.
 - ◆ Always ask candidates for their questions to conclude the interview. This provides a look at the candidate's priorities and commitment.
- ### ◆ **Check References Thoroughly⁵**
- Do reference checks with well-prepared questions and include people not on the reference list – call subordinates, peers and previous employers external to TNC. Do not wait until you have just one finalist and you only want to hear good news while you are asking questions. Call references when you have a few good finalists and are open to fully exploring their backgrounds. Engage the reference in conversation and keep the dialogue flowing.
- ### ◆ **Engage the Family of the Finalist**
- Make sure the family can make the transition to the community before the final hiring decision. One good candidate failed to thrive as his family was unhappy in the community. Finalists should have an opportunity to visit the site prior to accepting the job and explore the factors that will make a difference to their lives (e.g. schools, housing,

⁵ The Executive Search Center can also help with this function. See *Supervising at TNC* on the One Conservancy Intranet for more information about references and for help if references are unwilling to provide you with information about a candidate.

culture etc.). This is a commitment to community and the family has to be able to fit in and thrive as well!

♦ **Love the People – Love the Place**

A good community-based staff person does not, by definition, need to be a native son/daughter of the community and relatively few of the Conservancy's current staff are from the community where they are based. One should encourage community applicants, but don't assume it is an automatic positive or an essential ingredient for success. What is essential is the cultural connection – they must be able to identify with and get acceptance from the community, stand up for what they believe in and garner local respect. As our values state: The commitment to local culture and place is a MUST. Love the People – Love the Place.

We will respect the needs, values and traditions of the communities in which we work.

TNC Values

MANAGING COMPETENCIES – HIRING CONSIDERATIONS

Performance should be measured against job duties – not competencies. However, we believe there is a link between the competencies and superior fulfillment of the duties. When you are hiring a candidate who is weak in a critical competency be sure to develop effective mentoring and compensatory factors.

Can staff be managed effectively for a competency that they do not possess? We identified a few very capable community conservation practitioners who would not score highly in all competency areas. In each case, effective compensatory mechanisms were put in place. For example, one staff member would not score highly on “composure.” However, he regularly calls his supervisor to vent any frustrations with local counterparts, and then can react more calmly on the ground. Another staff member does not score highly as a strategic thinker, but has a supervisor who can maintain the strategic vision in their planning conversations.

We need a proactive strategy for dealing with current staff who may not have all the competencies, as well as new hires that fall short in a limited area. When we can identify weaknesses in a given competency area, we should start building in ways to either compensate or help the staff person improve.

An interesting additional observation is that even high performers still need a sounding board. There is an isolation factor and a “breaking new ground” phenomena in this work that leads practitioners to want a coach/mentor/ sounding board even when they are a superstar. As uncharted territory, this position requires mentoring support.

Hiring managers should also note that it is possible to be too focused in one of these competencies. For example, one individual was so strong in interpersonal savvy and relating to the individuals in the community that he did not zero in on critical activities. His high-level responsiveness to community member's needs came at the expense of his strategic goals. Being overly focused on one given competency can raise flags about their ability to move forward with the overall program.

If a competency deficiency exists establish compensatory measures.

CHARACTERISTICS OF LANDSCAPE SCALE, COMMUNITY-BASED CONSERVATION⁶

- ◆ Landscape-scale sites encompass many priority elements, typically located on both *private and public lands*
- ◆ Site conservation requires an *ecosystem approach*, involving multiple strategies to *abate critical threats* driven by incompatible development and human uses
- ◆ Strategy development and implementation requires *TNC staff living and working in the community*
- ◆ Long-term site conservation requires building long-term *local support* involving all key sectors of the community
- ◆ Strategy development, implementation and local support require *long-term TNC commitment* (i.e., 10 to 20 years or longer)
- ◆ *TNC acts as a catalyst — building bilateral and multi-lateral partnerships*, while bringing something to the table with each partnership
- ◆ *High leverage* multiplies our conservation impact manyfold, such as:
 - ◆ *Demonstration of land management practices* (e.g., Malpai grass bank) which can be broadly applied on public and private lands
 - ◆ *Development and demonstration of compatible development tools* (e.g., Clinch Valley Forest Bank), which can be applied at many other sites
 - ◆ *Small investments in community partners*, which yield large dividends in terms of broadly-based community support
 - ◆ *A relatively modest investment in local staff generates major gifts and funding* – both public and private – for site conservation
- ◆ *Enduring conservation results* are achieved through threat abatement and local community support

⁶ *Landscape-Scale Community-Based Conservation: A Practitioner's Handbook*. Greg Low. Available through the Center for Compatible Economic Development (Telephone: (703) 779-1728) and the One Conservancy Intranet.

JOB DESCRIPTION

Title: Director, _____ (Site Name)

Location:

Date:

Confidential Job Category:

Job Category 8 for start up programs

Job Category 9 for established programs with numerous implementation activities/ and major staff management responsibilities.

Summary of Position:

The _____ [title] directs the landscape scale conservation efforts in _____ [geographic area]. He/she is responsible for community-based conservation efforts in _____, as the Conservancy has determined that a local presence and community support are essential to achieve conservation goals. Primary responsibilities are to develop and implement strategies in habitat conservation, compatible economic development and public policy. These strategies are designed to protect priority conservation targets (e.g. exemplary natural communities and globally rare species) through an analysis of the threats to the natural systems and key actions that will abate these critical threats. Strategies are developed in concert with the local community and designed to secure local support over time for conservation efforts. The position supervises [yes/no] _____ staff and is supervised by the State Director of _____ [or the State Director of Conservation Programs].

Duties:

Conservation duties:

1. Develop iterative and adaptive strategic plans to identify priority conservation targets, understand stresses and sources of stress. Collaboratively engage scientific partners in this process.
2. Work with private and public partners to develop and implement conservation strategies to abate critical threats. Conservation strategies include habitat conservation, public policy and compatible development.
3. Identify all key local community sectors and strategically engage them toward a goal of deep and broad support for conserving natural resources while enhancing quality of life in the community.
4. Raise private and public funds to implement conservation strategies and support local project operations.
5. Measure conservation success in building capacity, abating threats and protecting priority conservation targets.

Organizational duties:

6. Work cooperatively with Conservancy state office staff and trustees to develop and implement local conservation programs.
7. Learn from experience gained within the wider Conservancy and share your experience and best practices with TNC and colleague organizations.
8. Hire and manage local project staff.

Requirements:

1. Demonstrated commitment to the mission, goals and core values of The Nature Conservancy.
2. At least three years of relevant work experience with demonstrable results. Bachelor's degree preferred.
3. Willingness to invest in _____ community and commit to enhancing the quality of life in the area.
4. Must be a generalist, in the sense of being excited about learning and applying tools from many different disciplines to achieve results. Open to change, learning, and a history of taking on unfamiliar tasks.
5. Demonstrated comfort levels dealing with ambiguity and maintaining composure and handling stress even in a crisis.
6. High levels of patience, perseverance and political savvy for managing inclusive processes. History of continuing to advance programs in the face of resistance and setbacks.
7. Solid ability to identify with people, build rapport and develop constructive and effective relationships with all kinds of people: *[substitute your community's leaders: ranchers, scientists, government representatives, community leaders, elected officials, corporate representatives, donors and volunteers]*.
8. A strong drive for results – committed to making things happen even when you don't have the total picture. A history of developing breakthrough strategies and marshalling resources to advance programs.
9. Commitment to institutional partnering. Experience in ensuring that partnerships are viable and productive over the long term.

Contact:

Executive Search Center
Human Resources
The Nature Conservancy
1815 North Lynn St.
Arlington, VA 22209

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INTERVIEWING FOR CRITICAL COMPETENCIES

Getting the right people for the job means ensuring that they have the needed competencies. This section is a series of job aids providing interview questions, screening ideas and other helpful hints from Recruiting Architect®, as well as the Committee's own thoughts on the subject. This approach is based on the premise that the best judge of someone's future performance is their past behavior.

Use these questions, resume checks, and themes to explore if candidates have a history of behaving with the given competency. The behaviorally-based questions are best if supplemented with hypothetical examples or better yet, real-life cases from the site. Once you are confident that a candidate has a given competency move on and explore other competencies in greater depth. Ensure that your search team has a chance to really get to know each of the interviewed candidates. In addition, check with your DOA or HR Consultant to use the Recruiting Architect®¹ in your office and other good hiring tools.

The questions used in the interview format are designed to reflect whether the candidates have experience developing and using the indicated competencies. These competencies are often correlated with distinct job assignments. When screening resumes look for people with the following types of experiences:

- ◆ Fix Its/ Turnarounds
- ◆ Influencing without authority
- ◆ Chair of projects/taskforces
- ◆ Start ups

A resume enhancer for a number of competencies such as "Dealing with ambiguity", "Perseverance" and "Political savvy" includes:

- ◆ International experience or moving across cultures

The rest of this appendix provides sample interview questions for each competency and traits to look for in interviews

¹ Recruiting Architect® has provided the Conservancy with permission to use their copyright material for this hiring guide.

Alignment with the Conservancy's Core Values⁸

Is widely trusted; is seen as a direct and truthful individual; doesn't misrepresent him/herself or the organization for personal/professional gain. Acts in line with the Conservancy's values:

Integrity Beyond Reproach
 Continuity of Purpose
 One Conservancy
 Effective Partnerships
 Innovation and Excellence
 Commitment to People
 Commitment to the Future

Sample interview questions:

1. Why do you want this job?
2. Tell me about a time when you were asked to do something against your beliefs.
3. How do you go about achieving your goals when there are conflicts and disagreements with other members of a critical team? (A hypothetical question based on a real conflict in the project area would be very useful here – look for non-confrontational responses and solutions.)
4. What makes you excited about coming to work in the morning?
5. Tell me about something that you did that you really regret.

Look for:

- Ability to articulate their own values
- Non-confrontational
- Honesty and self awareness
- Commitment to excellence
- Entrepreneurial spirit
- Courage

Danger signs:

- Willing to do battle over values when not needed/appropriate
- Sensitive to situations perceived as a litmus test of principles
- Overly self righteous

⁸ Developed by the Committee using the Conservancy's values. Used some Recruiting Architect® language from #29 and #22.

Composure⁹

Is cool under pressure, does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.

Sample interview questions:

1. Tell me about a time when you had the rug pulled out from under you. How did you react?
2. What do you do when you absolutely know you're right and someone with more authority/clout overrules you?
3. Tell me about a time when you were publicly embarrassed.
4. What do you do when you lose your cool?

Look for:

- Acknowledges feelings without wallowing in them
- Comfort with loose ends
- Flexibility
- Staying even keeled – talking about not showing irritation
- Ok with delayed gratification

Danger signs:

- Emotionally laden language
- Controlled, rigid, inflexible

⁹ Adapted from Recruiting Architect® #11 with Committee comments

The trust and responsibilities placed in us by our donors, members, partners and the public are paramount. With honesty and strict accountability we will maintain the highest ethical standards in all of our organizational endeavors.
 TNC Values

Dealing with Ambiguity¹⁰

Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air and can carry on with self-confidence; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

Sample interview questions:

1. Tell me about a time when you changed a job, situation, or relationship suddenly.
2. What would you do when (local story of mixed messages and commitments)
3. Tell me about a time when you had to act on something important before you had time to come up with a good answer or solution.
4. Tell me about a time when a crisis made what you had been doing obsolete or ineffective.
5. In your book on dealing with change and ambiguity, what are the chapter headings?

Look for:

- Flexibility
- Can work on pieces; doesn't have to have everything packaged first
- Comfort with loose ends
- Comfort with not knowing the answers in advance of the facts

Danger signs:

- Jumping to conclusions without enough data
- Reject precedent and history
- Doesn't follow through

¹⁰ Adapted from Recruiting Architect® #2 with Committee comments

Drive for Results¹¹

Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results. Takes initiative to make concrete results happen – deal maker.

Sample interview questions:

1. Tell me about the best deal you ever made.
2. How do you get results, build team spirit, and not burn out people all at the same time?
3. Tell me about a time when you asked for money for a good cause.
4. What was your biggest accomplishment in a start-up operation?
5. What do you think we can accomplish here in _____ site?

Look for:

- Gets "impossible" things done
- Enjoys the thrill of the deal
- High need for achievement
- Tackles big mountains
- Entrepreneurial spirit
- Initiative

Danger signs:

- End always justifies the means
- May have high turnover if push staff too hard
- Integrity vs. results check

The Nature Conservancy's mission of preserving biological diversity guides everything we do, from the focus of our conservation efforts to the allocation of our resources. Systematically, strategically, and using the best scientific information available, we will work through non-confrontational means toward tangible and lasting results.

TNC Values

¹¹ Adapted from Recruiting Architect® #53 with Committee comments

Interpersonal Savvy¹²

Relates well to all kinds of people, up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably. Persuades readily by force of intellect and personality.

We value the collective and collaborative efforts that are so essential to our success, and we believe in maintaining constructive and supportive relationships with each other.
TNC Values

Sample interview questions:

1. Tell me about a time when you changed your interpersonal style midstream because something wasn't working.
2. How would you deal with someone who..... *(describe a particularly difficult local leader)?*
3. Tell me about a time when you negotiated with someone you didn't like and didn't trust.
4. What is your personal communication style?
5. Tell me about a time when you talked your way out of trouble (a traffic ticket, a mad group, an angry parent etc.)

Look for:

- Aware and articulate about own style and approach
- Adjusts to your style and speed in the interview
- Free and easy (effective) communication style
- Ability to anticipate what others will do
- Ability to defuse and let others save face
- Values being with people and learning from others
- Listening for cues

Danger signs:

- Smooth interpersonal skills and no substance
- Too conciliatory to handle serious conflict

¹² Adapted from Recruiting Architect® #31 with Committee comments

Learning on the Fly¹³

Learns quickly when facing new problems; a relentless and versatile learner; open to change; analyzes both successes and failures for clues to improvement; experiments and will try anything to find solutions; enjoys the challenge of unfamiliar tasks; quickly grasps the essence and the underlying structure of anything.

Sample interview questions:

1. What do you enjoy doing in your spare time?
2. What were two of the most important things you learned in your last job?
3. What have you learned about us since you walked in here?
4. What do you think was one of your biggest failures? What did you learn from it?

Look for:

- Multiple interests – keeping busy – a lot going on at once
- Adjusts to your style and speed in the interview
- Analyzes successes and failures
- Broad perspective
- Comparisons and contrasts
- Intellectual openness

Danger signs:

- May get bored and move on too quickly from unchallenging but necessary tasks
- May seek out change for change's sake
- May leave others behind

¹³ Adapted from Recruiting Architect® #32 with Committee comments

Partnering¹⁴

Maintains long-term professional relationships; understands how to build a partnership for clearly defined results; collaborative, shares credit; practices active listening; recognizes value of distinct strengths; communicates effectively clarifying difficult roles; commits to long-term vision beyond the scope of his/her engagement; sensitive to advisory role.

Sample interview questions:

1. Tell us about a long-term institutional relationship that you've managed.
2. How do you distinguish the advantages/disadvantages of:
 - Contracting
 - Partnering
 - Donating
3. What would you do to convince another organization to expand their strategic vision to encompass your goals? (Use a real or hypothetical example here from local site to get insights)
4. What do you do when you suspect a partner organization is misappropriating funds for a joint project?

Look for:

- Openness to diverse strengths/weaknesses and balances
- Commitment to long-term capacity
- Intellectual honesty
- Inclusive language ("our team" vs. ownership language e.g. "mine")
- Results orientation
- Team Player

Danger signs:

- Value relationship over results
- Fixes on partner needs over goal
- Unable to draw lines on engagement

¹⁴ Developed by the Committee using the Conservancy's values and partnering experience

Patience¹⁵

Is tolerant with people and processes; listens and checks before acting; tries to understand the people and the data before making judgements and acting; waits for others to catch up before acting; sensitive to due process and proper pacing; follows established process.

Sample interview questions:

1. What do you do when you're bored in a meeting?
2. Tell me about a time when you had to get along with someone with a very different life rhythm than you?
3. Tell me about a time when you taught someone to do something new.
4. How long did it take you to achieve (mention the big result they've discussed or something noteworthy from the resume)? How did you feel about that time commitment?

Look for:

- Interrupting others' sentences
- Drumming fingers/doodling during meeting
- Taking up too much air time compared to others in non-interview situations
- Acknowledges frustration but manages it
- Can defer
- Delayed gratification

Danger signs:

- May wait too long to act
- May try to please everyone
- May let things fester

¹⁵ Adapted from Recruiting Architect® #41 with Committee comments

The scope and urgency of our mission requires that we reach out to all sectors of society — public and private — to forge strong, productive partnerships based on mutual benefit and trust. We succeed only through these combined efforts.

TNC Values

Perseverance¹⁶

Pursues everything with energy, drive, and a need to finish; seldom gives up before finishing; especially in the face of resistance or setbacks.

Sample interview questions:

1. Describe a time when you gave up too soon.
2. What's the most unpopular thing you ever had to push? What happened?
3. What is the biggest hurdle you've ever overcome?
4. What do you do when you're blocked from finishing something?

Look for:

- Self-Confidence
- Can take the heat
- Able to operate alone
- Doesn't personalize rejection
- Gets tougher under conflict
- Loves a challenge

Danger signs:

- Crawls over people to get it done
- May be seen as stubborn and unyielding
- May find it difficult to change course

We want future generations to inherit a biologically rich world. Individually and collectively, we can make a difference. We pledge ourselves to that goal.
TNC Values

¹⁶ Adapted from Recruiting Architect® #43 with Committee comments

Political Savvy¹⁷

Can maneuver through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organizational life and works to adjust to that reality; is a maze-bright person.

Sample interview questions:

1. How did you influence another part of the organization that you worked in?
2. How did you report bad news to management in levels above you?
3. Tell me about a time you had to deal with dumb policies.
4. What are you the most proud of that you've been able to achieve without line authority?
5. How would you handle this situation? *(Use a local story requiring political savvy.)*

Look for:

- Ability to work across multiple organizational layers
- Cross-boundary initiatives
- Entering into new cultures successfully
- Ability to market and sell
- Awareness of own impact
- Being outmaneuvered and learning from it.

Danger signs:

- May not be trusted as seen as too political
- May tell others what they expect to hear vs. the truth
- May be seen as manipulative

¹⁷ Adapted from Recruiting Architect® #48 with Committee comments

Sizing Up People¹⁸

Is a good judge of talent; after reasonable exposure, can articulate the strengths and limitations of people inside or outside the organization; can accurately project what people are likely to do across a variety of situations.

Sample interview questions:

1. What is the worst people call you can remember making?
2. What do you think is different about people in _____ area?
3. When you join a new group, how did you learn about the people—what makes them tick?
4. Who are the best people you've ever assembled in a team? Why?

Look for:

- Assembling teams
- Looks out for talent
- Effectively hire people from outside
- Bone deep belief that talent always wins
- Can spot slow starters/quiet people

Danger signs:

- Hypercritical of others
- May be unwilling to alter an initial impression

¹⁸ Adapted from Recruiting Architect® #56 with Committee comments

Strategic Thinking¹⁹

Big picture thinker and synthesizer. Is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods, can craft competitive and breakthrough strategies and plans. Can hold on to a vision and orchestrate multiple activities at once to achieve this goal. Works the vision into daily activities, putting the trivial aside and focusing on the critical. Can inspire and motivate.

Sample interview questions:

1. It's 2004. What are the major societal influences affecting your work?
2. How will these trends affect the quality of life in _____ area?
3. What information will you most value 5 years from now?
4. Describe what you can accomplish in the next five years.
5. How do you determine who you will spend time with?
6. Tell me about a time when you communicated a new direction for your team.

Look for:

- Realistic ability to project
- Analyzes successes and failures for clues
- Asks lots of questions
- Is passionately articulate
- Sets clear priorities and focuses on them

Danger signs:

- Too theoretical
- No tolerance for day-to-day details
- May leave people behind

To accomplish all we have set out to do requires vision, resourcefulness, a responsible entrepreneurial spirit and adaptability to change. We encourage original thought and its practical application. We value the pursuit of excellence and those who can inspire others to do the same.

TNC Values

¹⁹ Developed by the Committee. You may be interested in Recruiting Architect® language from #39, 58, 50 and #65.

RESUME SCREENING SAMPLE FORM # 1

This suggested tool can be adapted to your search team's needs. On this resume screening form, you would check the major resume indicators of competencies. You can also indicate which competencies you are aware of in applicants that might be known to you or that you feel are highly indicated by the resume. It is one way for your search team to effectively cut through the resume pile to identify the candidates for interviewing.

H = High M = Medium L = Low A = Absent	<u>Managed fix its/Turn arounds</u>	<u>Influenced without authority</u>	<u>Chaired projects task forces</u>	<u>Managed start up initiatives</u>	<u>Cross- cultural experiences</u>	<u>Comments</u>
A. Smith	H	M	M	H	H	Asked to facilitate many team sessions
B. Jones	M	L	H	L	M	No advance knowledge of TNC
C. Robinson	H	H	L	M	H	Lived many years in Asia
D. Evans	M	M	H	L	H	Was an intern at the Otter Preserve 6 years ago.

RESUME SCREENING SAMPLE FORM #2

On this interview screening form, you would check the major competencies that you feel are indicated by the resume or past knowledge of the candidates. It can help the search team cut through the resume pile to identify the candidates for interviewing. This preliminary assessment of competencies however is dangerous unless you take the interviewing very seriously and double check your assumptions on all candidates.

Use: H= High
M = Medium
L = Low
A = Absent

COMPETENCIES	A. SMITH	B. JONES	C. ROBINSON	COMMENTS
Alignment with core values				
Composure				
Dealing with ambiguity				
Drive for results				
Interpersonal savvy				
Learning on the fly				
Partnering				
Patience				
Perseverance				
Political savvy				
Sizing up people				
Strategic thinking				
ADDITIONAL JOB REQUIREMENTS				COMMENTS
Love the People-Love the Place				
3 years relevant work experience				
Demonstrated commitment to mission				
OVERALL RECOMMENDATION FOR INTERVIEWING				

INTERVIEW SCREENING SAMPLE FORM #1

On this interview screening form, you would check the major competencies that you feel are indicated. It is a useful way for a selection team to compare notes afterwards on given candidates.

Selection Team Member: _____
Applicant _____ Date _____

COMPETENCIES	HIGH	MEDIUM	LOW	COMMENTS
Alignment with core values				
Composure				
Dealing with ambiguity				
Drive for results				
Interpersonal savvy				
Learning on the fly				
Partnering				
Patience				
Perseverance				
Political savvy				
Sizing up people				
Strategic thinking				
ADDITIONAL JOB REQUIREMENTS	HIGH	MEDIUM	LOW	COMMENTS
Love the People Love the Place				
3 years relevant work experience				
Demonstrated commitment to mission				

Comments:

Recommendation:
 Definitely bring back as a finalist Probably bring back as a finalist
 Probably not bring back as a finalist Definitely drop from consideration