Index

1-10 test of interest, 250–251 7 Habits of Highly Effective People (Covey), 64 10-minute relationship (building),	Anti-diversity practices (reward), personality assessments tests (usage), 52
conversation (control), 231	API, impact, 277
30-minute interview decision delay, 44–47	Applicant tracking system (ATS), 4, 261–266
30-minute one-on-ones, elimination, 43–44, 158	cost, 276 design, 6–7
30% nonmonetary career opportunity, 249–250	Greenhouse ATS, 266 maintenance, 287
30% Solution, 145, 173, 229–231, 239	Smartrecruiters ATS, 265–266
40-40-20 sourcing plan, development,	Artificial intelligence (AI), 4
199–200, 202, 221–222	Eightfold approach, 262–263
90-day wonders, avoidance, 37–38	Hiretual.com, sourcing
360-degree work chart, preparation,	approach, 261–262
168, 218–219	screening tool, 264–265
	SeekOut, usage, 260–261
A	Assessment accuracy, increase, 124, 158
Accomplishment-based question,	"Attract in" idea, exception, 276
focus, 153	A-type worker, 58
Accomplishment question,	"A versus B" test, conducting, 103
usage, 174–176	
Achiever Pattern, indications, 132, 213	В
Achiever Pattern, possession, 112,	"Become a Top Manager" rebuttal, 103
166–167, 189	Becoming (hiring process step), 5
characteristics, 114-115	Behavioral economics, insight, 224-225
evidence, 130-131	Behavioral event interviewing (BEI), 177
requirement, 210	BEI-STAR process, 178
Achievers (finding), LinkedIn filters	job analysis, absence, 178-179
(usage), 213–214	performance-based hiring, compari-
Acquaintances, strangers (conversion), 12,	son, 177-178
38, 215–216	performance-based interviewing,
Americans with Disabilities Act,	comparison, 185
compliance, 83	Behavioral fact-finding, importance,
Anniversary data, hiring approach	179–185
(usage), 8-11, 14-16	Behavioral interviewing, usage, 82

Behaviors, trend (tracking), 180f	changes (observation), stress
"Behind Closed Doors" (Rich), 184, 185	(impact), 59–60
BEI. See Behavioral event interviewing	Least BEST, usage, 60-61
Benchmarking, 16	Personality type, determination
best practices, 278–279	(questions), 57
process, usage, 92–93	type, changes (observation), 59
BEST. See Boss Engager	Boss Engager Supporter Technical (BEST)
Supporter Technical	Personality Test
Biased assessment, evidence-based	matrix, location, 57
assessment (contrast), 130	pre-interview usage, 56–61
Biases	usage, 51–52
awareness, 129–130	Boss Engager Supporter Technical
bias-free hiring process,	(BEST) Style
development, 39	changes, indications, 58–59
-	usage, 57f
control, BEST Style (usage), 57f	-
first impression bias, impact	Builders (work type), 96
(reduction), 110–111	Business, hire fit, 36
impact, minimization, 161	С
interviewer bias, 40f, 43f	
personality biases, minimization, 150	Call center rep, performance objectives
reduction, 124	(defining), 98
separation, 125	Candidate assessment
subconscious biases (revealing/	accuracy/bias absence,
reprogramming), reverse logic	ensuring, 183–185
(usage), 46–47	accuracy, increase, 111
unconscious bias (reduction), BEST	interview, organization, 174–176
Personality Test (usage), 51–52	panel interviews, usage, 150–154
Big fish, interaction, 194, 195f	behavioral fact-finding,
Big Red Tour Bus, 219	importance, 179–185
candidate exit, 234–235	Hire Talent Scorecard quality,
invitation, 193	usage, 157–158
recruiter driving license, obtaining,	segmented approach, 135
225f	Candidates
semifinalists, entry, 226	90-day wonders, avoidance, 37–38
talent, presence, 196	accomplishments
usage/driving, 118, 190, 194, 198,	assessment, 133–136
216, 224, 249	question, usage, 174–176
Yes questions, asking, 227–228	structure (addition), work history
Boolean search	review (impact), 130–131
techniques, candidate usage, 213	application process,
terms, 208–209	implementation, 194
Boolean searching	compensation budget, 234
requirement, 212	competencies
techniques, 214	requirement, 165-166
Boolean skills-based searching/	team discovery, 151
filtering, 193	concessions, gaining, 234-235
Boolean strings, creation, 188	conversation, control, 231
Boss Engager Supporter Technical (BEST)	core skills, 165

critical thinking, assessment, 138–141	resume, review, 130
defining, 194	self-selection, 242-243
direct search, 208	selling, recruiting (relation-
emotional reaction, exposure, 129-130	ship), 232–235
evidence-based assessment, 151	skills, requirement, 31-32
experience, 165–166	technical challenges/problems, 99
creation, high touch (usage), 281–282	treatment, consultant approach, 47–48
factory tour, example, 88	yes/no voting, focus (change), 151
filtering system. See Great Candidate	Career
filtering system.	career-based discovery, 225-226
fit, assumption, 232	career-focused messages, usage, 260
formal recognition, 167	discovery, conducting, 224–231
hires, contrast, 29, 30–36, 31f	discussion, initiation, 223–224
hiring choice, 36–38	dual assessment approach, 230
hiring manager interviews, 183–184	examination, 193
indirect application, characteristics, 279	focus, 114
interest, determination, 143–146	growth, closing process, 23–24
interviews, length (control), 124	job, comparison, 23f
job criteria, 23f	move, 113, 189, 245–246
loss, 82	factors, 229f
negative reaction, problems, 110	representation, 118
negatives/positives, control, 243	opportunity, 118–119, 206
offer terms agreement, 32–33	candidate comprehension, 20
office meeting, avoidance, 88	focus, problems, 240
onsite interview, 110	gap, creation, 244
opportunity gaps, 131	"What's a Career Move?" question,
panel interviews, usage	answering process, 229–230
(reason), 150–151	Zone analysis, conducting,
passive candidates, job	196–199, 197f
(earning), 242–243	Checkster, usage, 266–268
persona. See Ideal candidate persona.	Clever Boolean search, usage, 194,
development, 200–207	209–211, 219, 261
preliminary objections/concerns, 228	Close rate, ensuring, 111
preparation/first impression/presenta-	Closing, basics, 238–243
tion, importance, 33–34	Company
prequalifying candidates, semifinalist	culture
criteria, 188–190	defining/measuring, confusion, 73
	driving, 172
problem-solving session, 125	
problem solving, understanding, 88	lifecycle, performance objectives
profile, review, 230–231	(mapping), 95–97 Compensation
questioning, 44, 88	
questions, 142–143	discussion, handling, 233–234
delay, 142–143	maximization, ignoring, 23–24
ranking, evidence (usage), 158	package, candidate concern, 254–255
recruitment	Competencies
ability, determination, 118–119	assessment, 138
opportunity, determination, 138–141	example, 87–89
results, delivery, 36–38	core competencies, 167–173

Competencies (continued)	DiSC test, usage, 53
measurement, absence, 52	Diversity, importance, 211–214
must have competencies, 31	Doerr, John, 79
recruitability, balancing, 173-174	Doing
Concessions	having conversion, 90f, 93-95
continuous concessions,	hiring process step, 5
usage, 244–245	
gaining, 234–235	E
Connections	Early screening, personality assessments
power, 215f	tests (usage), 52
recruiter opportunity, 216–218	Effectiveness, measurement process, 94
weak connections, 12, 219, 220	Eightfold, AI approach, 262–263
"Control the Conversation," 226	Einstein, Albert, 65
Core strengths, 166	Emails, usage, 205-207
Counterproposal, usage, 253–256	Emotional quotient (EQ), 168–169
Covey, Stephen, 64, 93, 281	team fit, relationship, 73
Co-workers (coworkers)	Emotions
connection, 219	impact, minimization, 161
hiring, 167	separation, 125
invitation, 198-199	Employee
rehiring/referrals, 167	engagement, 197
Critical thinking	rate, problems, 66
assessment, 138-141	referral program, leveraging, 218-219
skills, 140	Employee value proposition (EVP), 80,
CRM campaign, usage, 261	201–204, 231
CRM system, 263	creation, 100-101
Cross-functional collaboration, hire	development, 260
skills, 35	expansion, 101
Culture	importance, emphasis, 102
fit, 73–74, 171–172	job branding, relationship, 203–207
fit, factors, 172	Employers, records maintenance, 287
hire fit, 36	End of Average, The (Rose), 3, 66, 82
Customer success manager (CSM),	Engagement/satisfaction (driver),
performance-based job descrip-	managerial fit (impact), 171f
tion (preparation), 92	Engagers, 58–60
	conversion, 61
D	Techie characteristic, 61
Deal-breakers, 252	Entry-level sales position, role, 203–204
Decisions	Environmental fit, 171–172
30-minute delay, 44–47	Evidence-based assessment, biased
dual decision-making process, 8, 240	assessment (contrast), 130
evidence, collection, 45f	Evidence-based candidate
Deductive evidence, finding, 182–183	assessment, 151
Deliverables, defining, 99	conducting, 158–164
Diehards, interaction, 104	Evidence-based rebuttal, 149
Direct sourcing	Excellence, motivation (measurement
clever Boolean search, usage, 209-211	difficulty), 69
usage, 207–214	Exploratory calls, usage, 260

Exploratory phone screen	Follow-up questions, usage, 147
conducting, 107, 123	Formal recognition, receiving, 134
hiring manager usage, 107	Full commitment, absence, 67
impact, 107–111	Full-cycle capability, 265
interview guide, 42	Full interview, semi-finalist
talent scorecard (form), 289, 290	invitation, 42
Explorers (Career Zone 2), 198	Full Stack Recruiter (Tegze), 209
Extracurricular activities, planning/	Future performance (prediction), past
prioritization, 93	performance (analysis), 133–134
Extroverts, characteristics, 58	
	G
F	General Legal Validation of Performance-based
False negatives (impact), statistical	Hiring (Goldstein), 83, 285
validation (usage), 54–55	Generic skills/competencies (assess-
False positives, 31	ment), behavioral interviewing
problem, 54	(usage), 82
Fast-track program, usage, 181	Getting (hiring process step), 5
Feedback	Goldstein, David, 83
absence, 282	Google, search strings (usage), 207
importance, 269–270	Great Candidate filtering system, 38
Feedback loops, 264, 270	Great job concept, 16–26
Feedback process control	Greenhouse, usage, 266
Outmatch.com, usage, 269–270	Growth
system, 192	opportunity, 173
Feelings, impact (minimization), 161	trend, 166–167
First, Break All the Rules (Gallup), 25,	upward trend, 166
86–87, 103	Growth (revealing), BEST Style changes
First impressions	(impact), 58–59
assessment, 147	
bias, impact (reduction), 110–111	Н
comparison, 146–150	Hard skills, 68
impact	Having
determination, 146–147	conversion, 90f, 93–95
measurement, 129-130	hiring process step, 5
minimization, 150	mindset, removal, 10–11
importance, 33–34	High-touch process
measurement, 49, 146–150	emails, usage, 205–207
Fit factors, 169–172. See also Situational	usage, 281–282
fit factors	Hires
defining, 69–70	90-day wonders, avoidance, 37-38
impact, 70–74	candidates, contrast, 29, 30–36, 31f
usage, 69–70	collaboration, characteristic, 35-36
Flexibility	defining, ease, 34–35
absence, 67	fit (assessment), BEST Style
assessment, BEST changes (observa-	(usage), 57f
tion), 59–60	hiring, difficulty, 34–35
revealing, BEST Style changes	hiring manager, interaction
(impact), 58–59	problems, 67
Z	*

Hires (continued)	problems, skills-laden job descriptions
organization effectiveness, 36	(impact), 81–82
performance, tracking/discuss-	process
ing, 268–269	control, phone screen
pre-hire assessment, basis, 266	(usage), 119–120
pre-hire performance review, conduct-	personality assessments, usage,
ing, 40f, 41–42	55–56
proactive coaching, 36	steps (groups), 5
quality. See Quality of hire talent	screening, AI (usage), 264–265
scorecard.	semifinalists, sourcing, 18-19
ensuring, 170–171	success
maximization, Greenhouse	driving, exploratory phone screen
(usage), 266	(usage), 107-111
measurement/management, 279–281	formula, 21f, 63, 65f, 67–69, 85f
measurement/prediction, 21–22	prediction, 65–67
results, delivery, 35	system, integration, 277–278
self-management, 36	Win-Win Hiring, 8–11
success	yes decision, risk/bias (elimina-
post-hire definition, 106	tion), 282–283
success, managerial fit (impact), 71–72	Hiring Formula for Success, 21f, 63,
team building, 35–36	65f, 67–69
work management/organization	Hiring manager
problems, 68	differences, 190–192
Hire Talent Scorecard, quality, 122f, 159f	engagement, 194
completion, 164–167	facts, usage, 148–150
finalization, 125	hire interactions, problems, 67
usage, 157–158	job needs explanation, 20
Hire Talent Scorecard, ranking system	negative response, problems, 110
(understanding), 160–161	phone screen, 108
Hiretual.com, sourcing approach,	responsibility, 111
261–262	Hoffman, Reid, 12, 215
Hiring. See Performance-based Hiring	Human nature, insight, 224–225
basis, 96f	Human Resources (HR) technology,
bias-free hiring process,	leveraging, 257–258
development, 39	T
clones (perpetuation), networking	I
process (impact), 221–222	Ideal candidate persona
decision, risk (removal), 283	development, 8–9
example, 87–89	form, 289, 295–296
importance, 284	Improvers (work type), 96–97
job quality, relationship, 16–26	In-demand talent, hiring, 100–101
mistakes, nontechnical factors, 67–68	In-depth questions, interest
overhaul, trickle-up approach	(demonstration), 20
(validation), 258–263	Indirect sourcing, 214–219
performance-based future, 274	Individual performance, factors
performance hiring, 79f	(validation), 86
-	Informal recognition, receiving, 134
phone screen, importance, 109–111	Initiative, examples, 134

In-person interview	job-focused nature, 239
phone screen, importance, 42	juror/judge, roles, 46
usage, 111	live formal debriefing session,
Internal mobility platform (creation),	evidence (sharing), 161-162
SmartRecruiters (usage), 265-266	objectives/factors organization, 175f
Interpersonal skills, weakness, 67	on-line interviews, usage, 111
Interviewer bias	onsite formal interview, conducting, 123
elimination, 40f	organization, 174-176
reduction, 43f	panel interviews, usage, 43-44,
Interviewers	124, 150–154
evidence sharing, 160	performance-based interview,
focus, 158	conducting, 126f
involvement, 124	performance-based prequalification
opinion, voicing, 151	interview, 113f
questions, 150, 158	process, looseness, 125
training, 124	purpose, 125–126, 155
Interviewing	questions, supply, 44
accuracy	scripting, 44
improvement, 151	second round interviews, usage, 124
increase, BEST Style (usage), 57f	two-way performance-based
behavioral interviewing, usage, 82	interview, 20–21
BEST Personality Test, pre-interview	Intrinsic motivation
usage, 56–61	absence, 67
buyer role, maintenance, 241-242	impact, 72–73
gladiator voting, elimination, 48	
multistep interviewing process,	J
requirement, 154	Job Hopping Syndrome, 248–249
process, professionalism/depth	Jobs. See On-the-job success;
(importance), 20	Performance-based job
pull-toward interviewing technique, 241	description
quantity, reduction, 240	analysis, 264–265
Sherlock Holmes deductive	absence, 178–179
interviewing technique, 180-181	replacement, 179–180
skills, weakness, 161	benchmarking, 92–93
team, job needs explanation, 20	boards, 204
techniques, 155	branding, 100-101, 201-202
Interviews	EVP, relationship, 203-207
30-minute one-on-ones, elimination, 43-44	candidate understanding,
accuracy (increase), Least BEST	improvement, 151
(usage), 60-61	change, 253
bias-free interviews, 33-34	competencies, requirement, 165-166
candidate questions, delay, 142-143	defining
control, opening (usage), 127-128	enjoyment, 147
decisions, 30-minute delay, 44-47	importance, 81f
full interview, semi-finalist	description
invitation, 42	candidate skills, requirement, 31–32
in-person interviews, 42, 111	employer maintenance, 84, 286
insight, usage/capture, 153–154	fit factors, defining, 69–70

description (continued)	K
expectations clarity, absence, 82 finding, benchmarking, 16 first-year job success, defining, 260 fit results, 169–170 fit, intrinsic motivation (impact), 72–73 job changing process, 253 job-related problem, solution, 125 job-related problem-solving skills, assessment, 138–141, 169 motivation, differences, 68	Key Performance Indicator (KPI), 78 Key Performance Objective (KPO), 17, 79 79f, 83, 133 accomplishments, comparability (assessment), 117–119 comparison, 97 determination, techniques, 89–90 development, master checklist (usage), 97–100 handling, 126–127 usage, 113–114
needs explanation, 20 give-and-take discussion, 141 obtaining, process, 220f offers/opportunities, comparison (Win-Win Hiring approach), 248 overview, usage, 128 performance decline, 82 first impression, impact (determination), 146–147 fit factors, impact, 70–74 positioning, 196 career move approach, 245–248 postings, 204 objective, noncomparative qualifications (contractor inclusion), 84 quality, assessment, 204	L Leadership (core competency), 168–169 Learning ability, 166 Least BEST, usage, 60–61 Legal compliance, 285 LinkedIn filters, usage, 213–214 first-degree connections, leveraging, 216 networking power, leverage, 216–217 profile, 130, 207 project search, networking usage, 218–219 public profiles, 209 LinkedIn Recruiter, usage, 213–214 Live formal debriefing session, evidence (sharing), 161–162 Loose correlation problem, 54
posts/messages, preparation, 194 quality, hiring (relationship), 16–26 requisition process, hiring manager questions, 101 review, 127–128 satisfaction decline, 82 increase, 273–274 starts (understanding), performance profile (usage), 77 success (definition), KPOs	M Maintenance supervisor, changes/ improvements, 100 Malfeasance, accusation, 148–149 Management ability, 168 skills, 114 Managerial fit, 170, 269 assessment, 171f impact, 71–72
(usage), 113–114 types, benchmarking (examples), 93 vagueness, 227–228 Judge, role (avoidance), 46 Juror, role (usage), 46 Just-in-time inventory management, 263	prediction process, 170–171 Marketing analyst, work type, 98 Master checklist, usage, 97–100 Measure What Matters (Doerr), 79 Messaging, 201–202 preparation, 202–203

Metric, trigger role, 281	continuous concessions,
Most Significant Accomplishment (MSA)	usage, 244–245
question, 133-135, 139-141	prospect acceptance, 145
Motivation, 172–173, 240	reference check (conducting),
differences, 68	Checkster (usage), 266-268
discovery, 127-128	seriousness (testing), secondary close
driving, 65	(usage), 253
fit factors, 69–70	terms, candidate agreement, 32-33
MSA. See Most Significant	testing, 249–256
Accomplishment	continuous concessions,
Multifunctional project, management, 174	usage, 244–245
Must have competencies, 31	Onboarding, usage, 24-25, 268-270
Must have experiences, 31	One-on-one interviews, 150
Myers-Briggs Type Indicator	30-minute series, elimination,
(MBTI), 53–54, 56	43–44, 158
	awkwardness, 151
N	Online interviews, usage, 111
Negotiation, 11–12	Onsite formal interview, conducting, 123
idea, recruiter (relationship), 255	On-the-job performance, 240
Net Promoter Score, usage, 269	correlation, 179
Networking	exam, failure, 53
chance, 233	impact, 68
process, impact, 221–222	predictors, 40
usage, 207–219	suffering, 65
Network nodes, 218–219	On-the-job success
NO 2s! rule, 162–164, 171	performance-qualified definition,
NO 2s! warning signs, 163	shift, 84–86
No decision, 129	prediction, 81
Nodes, 216	Open-mindedness, 104
network nodes, 218–219	Opportunity gaps, 131, 239, 242
"No time" rebuttal, 103	creation, 244
No voting rights, 136	Opt-outs, reduction, 230
	ensuring, 111
0	Organization
Objective and Key Results (OKR), 17, 79,	ability, 168
79f, 84, 133	pace, frustration, 68
Objectivity (increase), emotional reaction	Organizational skills, revealing,
(exposure), 129–130	136–137
Offer	Outmatch.com, usage, 269-270
acceptance, ensuring, 244-249	Outreach program, emails (usage), 206
closing, 251–253	
commitment (obtaining), counterpro-	P
posal (usage), 253–256	Panel interviews
comparison, Win-Win Hiring	disorganization, problems, 124
approach, 248	insights, 155
concerns (uncovering), 1-10 test of	leader/fact-finder, roles (dis-
interest (usage), 250–251	tinction), 153
negotiation, 234–235, 251–252	organization, steps, 152–154

Panel interviews (continued)	design, 14-15
usage, 43-44, 150-154	implementation, 106
reasons, 150–151	HR technology, leveraging, 257-258
Passive candidates	interviewing process, check-
job, earning, 242–243	list, 123–127
Super Passive candidates	legal compliance, 285
(Career Zone 1), 197, 220	process, 13, 90
Peers, hire assistance, 36	recruiting/hiring processes, contrast, 83
Performance. See On-the-job performance	short version, development, 119
assessment, 38	usage, 271–272
driving, 65	legal validation, 83–86
dynamics (capturing), success hiring	Performance-based interviews
formula (usage), 67-69	conducting, 116, 126f, 287
expectations, 103	form, 289, 293-294
fit factors, impact, 70–74	guide, steps, 127-150
future performance (prediction), past	process, highlights, 154-155
performance (analysis), 133–134	scripting (organizing tool), 152
hiring, 79f	Performance-based job description, 280
usage, 80–83	panel interviewer review, 152
objective, 165	preparation, 102
performance-based interviewing	checklist, 97-100
BEI, comparison, 185	usage, 70
fairness, 287	Performance objectives, 85-86, 138
methodology, 49	clarification/prioritization, onboarding
process, 242	(usage), 24–25
performance-based phone screen	defining, 97–98
(form), 289, 291	issues, 99–100
performance-based prequalification	mapping, work types (usage), 95–97
interview, 113f	prioritization, 101–102
performance-qualified assessment	subtask breakdown, 98–100
approach, 87	Performance, performance-based job
performance-qualified filters, series	description
(usage), 193	development techniques, 86-102
performance-qualified screening	PERP. See Proactive employee refer-
standard, shift, 10–11	ral program
profile, 188, 231	Personality assessments
usage, 77, 102-104, 286	flaws, 52–55
usefulness, 83	value, 55–56
qualified characteristic, 112, 188-189	Personality biases, minimization, 150
qualified definition, shift, 84-86	Personality confirmation, BEST
standards, setting, 127-128	Personality Test (usage), 61
trend	Personal network, contact, 198–199
observation, 117	Person description, 80
tracking, 180f	Pet questions, elimination, 124
Performance-based Hiring, 159f	Phenom, workforce planning conver-
behavioral event, comparison, 177–178	sion, 263–268
business process, 14f, 287-288	Phone screen. See Exploratory phone
conducting, 121-123	screen; Performance

conducting, 42	performer volunteer, 168
efficiency, 110–111	Promises, delivery, 25-26
importance, 109-110	Promotion stories, usage, 104
information, collection, 119-120	Prospects
initiation, 243	identification, 260
interview, 184	language, tag lines (usage), 205
recommendation scorecard, 115, 115f	Psychometric tests, results (study), 56
usage, 111–119	Pull-toward interviewing technique, 241
work history review, conduct-	Push-away, 241
ing, 114–115	Put First Things First (Covey
Pin the tail on the donkey, 18, 18f	habit), 281–282
PI test, usage, 53	Pymetrics.ai, AI screening tool, 264–265
Planning skills, assessment, 140	
Pollen, Greenhouse ATS (usage), 266	Q
Potential, Eightfold AI approach, 262–263	Q12 list of criteria (Gallup), 284
Preferences, measurements, 52	Quality control, 21
Pre-hire performance review, conducting,	Quality of hire, improvement,
40f, 41–42	195–196, 272–274
Prequalification	Quality of Hire talent scorecard, 48,
process, reworking, 207	105, 289, 292
sourcing process, implementation, 192	factors, 155, 279-280
Prequalified prospects, contact, 192	usage, 123, 128, 268-269
Proactive coaching, 36	
Proactive employee referral program	R
(PERP), creation, 218–219	Recruitability, competency
Problem solving	(balancing), 173–174
candidate ability, 88	Recruiter
job-related problem-solving skills,	job needs explanation, 20
assessment, 138-141	sourcing/assessment skills,
modification, 175	problem, 110
process, assessment, 138-139	Recruiter's Gold, 216
question, 152, 169	Recruiting
Process control metrics, usage, 192	basics, 238–243
Procurement	listening/selling, comparison/con-
job branding example, 101	trast, 238–241
problems, 100	Recruiting funnel
Producers (work type), 97	management, process control metrics
Production manager, technical challenges/	(usage), 192
problems, 99	understanding, 190-192, 191f
Productivity (loss), turnover (impact), 66	Recruiting process
Product manager, performance objectives	candidate, selling (relation-
(defining), 98	ship), 232–235
Project Oxygen (Google), 25, 284	hiring manager, engagement, 194
Projects	initiation, 223–224
accountant, performance objectives	outbound "attract in" emphasis, 192
(defining), 98	rule, 227f
manager, technical challenges/	Reference check (conducting), Checkster
problems, 99	(usage), 266–268

Referrals	Short-term tactical information,
connection, power, 215f	usage, 247, 251
obtaining, 214	Situational fit factors, 169
Results	Situation-Task-Action-Result (STAR)
candidate delivery, 36-38	questioning approach, 178
hire delivery, 35	Six Sigma, 21
Return on investment (ROI) basis, 275	Skills-laden job descriptions,
Reverse engineering, 204	impact, 81–82
Reverse logic, usage, 46–47	Small-batch, high-touch sourcing/
Rich, Charlie, 184	recruiting process, 189–190,
Roles, talent scarcity/surpllus, 4	193, 195–200
Rose, Todd, 3, 10, 66-67, 82, 86	effectiveness, appreciation, 193
	SmartRecruiters, usage, 265-266
S	Social network, nodes, 216
Sales development rep, work type, 98	Soft skills, 68
Sales pitch, avoidance, 223-224	Software developer, technical challenges,
Sales reps, performance objectives	problems, 99
(defining), 98	Sourcing, 30, 188. See also Talent
Scarcity of talent situation, 18	40-40-20 sourcing plan, development,
"Scarcity of Talent" sourcing	199–200, 202, 221–222
program, implementation, 195	direct sourcing, usage, 207-214
strategy, 194	funnel, understanding, 190-192, 191f
Schoolwork, planning/prioritization, 93	Hiretual.com AI approach, 261-262
Search strings, usage, 207	idea, 215
Search terms, usage, 210	indirect sourcing, usage, 214-219
Secondary close, usage, 253	prequalification sourcing process,
Second round interviews, usage,	implementation, 192
124	SeekOut, usage, 260-261
SeekOut, usage, 260-261	targeted multi-channel sourcing plan,
Semifinalists	implementation, 199-200
attraction, 213	Specific task, Measurable, Action verb,
Big Red Tour Bus entry, 226	Resulted defined, Time bound,
determination, factors, 112-113	environment (SMARTe), usage, 84
direct sourcing, clever Boolean search	86, 116–117, 286
(usage), 209–211	Staff development, 167
discovery/recruitment, phone screen	core competence, 168-169
(usage), 111–119	STAR. See Situation-Task-Action-Result
hiring manager phone screen, 108	Start date, hiring approach (avoidance),
identification, clever Boolean search	8–11, 14–16
(usage), 194	Statistical validation, usage, 54-55
invitation, 42	Strangers, conversion, 12, 38, 215–216
phone screen, efficiency, 110-111	Strategic problem, tactical excuses
potentials, 188	(cessation), 2–7
questions, 116–117	Strategic skills, 140
sourcing, 18–19, 195–200	Subconscious biases (revealing/repro-
talent pool, building, 189	graming), reverse logic
Sherlock Holmes deductive interviewing	(usage), 46–47
technique, 180–182, 184	Subject matter experts (SMEs), 211

Suboptimization, impact, 15–16	sourcing
Subordinates, questions, 267	checklist, 194
Subtasks	small-batch, high-touch approach,
defining, 99	189–190, 193
determination, timeline/success	strategy, importance, 3-4
process (usage), 91–92	Talent process
Success. See Hires; On-the-job success	left-to-right surplus, 6
appearance, post-hire definition, 106	right-to-left scarcity, 6
first-year job success, defining, 260	Talent strategy
hiring formula, 21f, 60, 63, 65f,	defining, 1
67–69, 84, 85f	driving, supply/demand needs
factors, 160	(impact), 4–7
hiring success, predicting, 65-67	surplus
performance objectives definition, 17-18	scarcity, contrast, 5f
process/timeline, 89f	talent scarcity, comparison, 7
usage, 91–92	usage, 276–279
Super Pareto 90/10 assessment, 56	Targeted multi-channel sourcing plan,
Super Passive candidates (Career Zone	implementation, 199-200
1), 197, 220	Tasks, prioritization, 139
Supply chain specialist, issues, 99-100	Teams
Supply needs, demand needs (con-	accomplishments
trast), 4–7	assessment, 136-138
Supply versus demand	questions, 182
analysis, conducting, 194	candidates, connection, 114, 167
usage, 199–200	fit, EQ (relationship), 73
Supporters, 58	hire building, 35–36
Boss-like characteristic, 60	inability, 68
	hire development, inability, 68
T	hire management, 36
Tactics, strategy (impact), 3	inability, 68
Tag lines, usage, 201, 205	issues/challenges, 99
Talent	management, hiring (importance),
attraction, performance hiring	284
(usage), 80–83	motivation, 36
bar, raising, 273–274	problems, 137
NO 2s! rule, invoking, 162–164	strength, proof, 137
core competency, 167–168	team-based fact-finding, 183f
finding, referrals (getting), 214	Team skills
outsourcing, 187	assessment
pipeline (building), SeekOut	BEST type changes, observation, 59
(usage), 260–261	deductive evidence,
scarcity of talent situation, 18	finding, 182–183
scarcity, talent strategies surplus	EQ (core competence), 168–169
(comparison), 7	modification, 175
scorecard. See Quality of Hire talent	quality, assessment, 114
scorecard.	revealing, 136–137
panel interviewer review, 152	Teams skills
usage, 48, 124	ranking, 182–183

Technical ability, core competency,	decision, making, 132
167–168	future, 274f
Technical projects, handling, 166–167	onboarding, usage, 268–270
Technicals, 58–60	opportunity, establishment, 143–144
Engager conversion, 61	promise, 269
Technical skills, 163	delivery, 273–276
evaluation, 114–115	Win-Win Hiring outcomes
TEC/Vistage, 71	achievement, 36, 111
Tegze, Jan, 209	dual decision-making process,
Telent Intelligence Platform, 262	requirement, 240
Thinkers (work type), 96	ideal candidate persona, devel-
Third-degree connections, persistence	opment, 8–9
(importance), 218	likelihood, 138
Time-based dimensions, 245	consistency, achievement, 259
Tiptoers (Career Zone 3), 198–199, 220	ensuring, 125
Very Active, sum, 200	likelihood, 245
Trickle-up approach, usage, 258–263	preparation, 238
Two-way performance-based interview	prevention, suboptimization
conducting, 20–21	(impact), 15–16
factors, 20	Work
•	changes/improvements, 100
in-depth questions, interest (demonstration), 20	defining, 78–80, 98
(demonstration), 20	hire management/organization
U	problems, 68
Unconscious bias (reduction), BEST	history review, conducting, 130–132
Personality Test (usage), 51–52	intrinsic motivation/full commitment,
reisonanty lest (usage), 71–72	absence, 67
V	phone screen work history review,
Variances, 94, 268–269	conducting, 114–115
Very Active job-seekers (Career	requirements, 97
Zone 4), 199	intrinsic motivation, impact, 72–73
Tiptoers, sum, 200	types, usage, 95–97
Viewpoint, hire understanding, 35	Workaround, development, 96
viewpoint, fine understanding, 39	Workforce planning, Phenom conver-
W	sion, 263–268
"Wait 30 Minutes" decision, 45, 162	Sion, 203–208
Weak connections, 12, 219, 220	x
"What's a Career Move?" question,	X-raying, 209–210
answering process, 229–230	X-1aying, 209–210
"When Are You Going to Tell the	v
Candidate" approach, 103	"Year I and Beyond" criteria, focus,
Win-Win Hiring, 8–11, 14–16, 159f	84, 286–287
approach, 248	Yes decision, 129, 175–176
career/job comparison, 23f	risk/bias (elimination), 282–283
conclusion, attention, 64–69	Yes/no voting, focus (change), 151
culture, creation, 270, 274–276	Yes questions, asking, 227–228
Performance-based Hiring,	Yes voting rights, 136
usage, 271–272	Young Presidents Organizations (YPO),
talent strategy, impact, 276–279	71, 105, 217
talent strategy, impact, 210-219	11, 102, 211