# Contents

V

Foreword	By Todd Rose, President of Populace	xi
Introduction	Performance-based Hiring, Four Editions Later	xv
	A Short History on the Importance of Hiring Top Talent	xvi
	Being More Efficient Doing the Wrong Things Is Not Progress	xvii
	Creating a Win-Win Hiring Culture	xix
	The Big Three Hiring Challenges	xxi
	Clarifying Job Expectations Up Front Is the Key to Hiring Outstanding People	xxii
	Why Performance-based Hiring Is the Right Business Process for Hiring	xxiii
Chapter 1	Define Your Talent Strategy Before You Design Your Hiring Process	1
	Stop Making Tactical Excuses for a Strategic Problem	2
	Win-Win Hiring: Hiring for the Anniversary Date, Not the Start Date	8
	Negotiate with the End in Mind	11
	More High Touch and Less High Tech: Convert Strangers into Acquaintances	12
Chapter 2	Step-by-Step Through the Performance-based Hiring Process	13
	Win-Win Hiring: Hire for the Anniversary Date, Not the	
	Start Date	14
	Hiring a Great Person Starts with a Great Job	16
	Summary	27

## vi < CONTENTS

Chapter 3	The Best Candidates Are Often Not the Best Hires	29
	The Worst Candidates Are Often the Best Hires	30
	Some Great Candidates Become Great Hires, but Many More Don't	34
	Would You Rather Hire a Great Candidate, or Someone Who Delivers Great Results?	36
	Summary: Avoid the 90-Day Wonders	37
Chapter 4	Developing a Bias-Free Hiring Process	39
	Conduct a Pre-hire Performance Review	41
	Use Organized Panel Interviews	43
	Script the Interview and Give Candidates the Questions	44
	Wait 30 Minutes Before Making Any Yes or No Decision	44
	Treat Candidates as Consultants	47
	Measure First Impressions Last	49
	Summary	49
Chapter 5	Using the BEST Test to Reduce Unconscious Bias	51
	Two Huge Flaws in Personality Assessments That Are Often Ignored	52
	Personality Assessments Are Valuable When Used Later in the Hiring Process	55
	Take the BEST Test Before Interviewing Anyone	56
	Summary: Use the BEST Test to Confirm Rather Than Predict	61
Chapter 6	The Hiring Formula for Success	63
	Win-Win Hiring Begins with the End in Mind	64
	The Big Four Fit Factors Drive Motivation to Excel	69
	The Fit Factors and Their Impact on Job Performance	70
	Summary	74
Chapter 7	Understanding the Real Job Starts with a	
	Performance Profile	77
	Define the Work Before Defining the Person Doing the Work	78
	Hire for Performance to Attract Outstanding Talent	80
	The Legal Validation for Using Performance-based Hiring	83

Different Techniques to Develop Performance-based Job Descriptions	86
Convincing Hiring Managers to Use Performance Profiles Summary	102 104
Conducting the Exploratory Phone Screen	107
The Exploratory Phone Screen Drives Hiring Success	107
Use the Phone Screen to Find and Recruit Semifinalists	111
Summary: Use the Phone Screen to Control Your Entire Hiring Process	119
Conducting the Performance-based Interview	121
Checklist: The Performance-based Hiring Interviewing Process	123
The Eight-Step Performance-based Interview Guide	127
Well-Organized Panel Interviews Increase Assessment	
Accuracy	150
Key Highlights of the Performance-based Interview Process	154
Making the Assessment Using the Quality of Hire Talent Scorecard	157
Keys for Conducting an Evidence-based Candidate Assessment	158
Step-by-Step Completing the Quality of Hire Talent Scorecard	164
Essential Core Competences	167
Addressing the Balancing Act Between Recruitability and Competency	173
Organizing the Interview to Maximize Assessment Accuracy	174
Summary	176
Comparing Performance-based Hiring and	
Behavioral Event Interviewing	177
Lack of Job Analysis Is the Big Gap in BEI	178
Behavioral Fact-Finding Is the Key to an Accurate Assessment	179
Summary: Performance-based Interviewing Is BEI on Steroids	185
	Job Descriptions Convincing Hiring Managers to Use Performance Profiles Summary Conducting the Exploratory Phone Screen The Exploratory Phone Screen Drives Hiring Success Use the Phone Screen to Find and Recruit Semifinalists Summary: Use the Phone Screen to Control Your Entire Hiring Process Conducting the Performance-based Interviewing Process The Eight-Step Performance-based Interview Guide Well-Organized Panel Interviews Increase Assessment Accuracy Key Highlights of the Performance-based Interview Process Baking the Assessment Using the Quality of Hire Talent Scorecard Keys for Conducting an Evidence-based Candidate Assessment Step-by-Step Completing the Quality of Hire Talent Scorecard Essential Core Competences Addressing the Balancing Act Between Recruitability and Competency Organizing the Interview to Maximize Assessment Accuracy Summary Comparing Performance-based Hiring and Behavioral Event Interviewing Lack of Job Analysis Is the Big Gap in BEI Behavioral Fact-Finding Is the Key to an Accurate Assessment Summary: Performance-based Interviewing Is BEI

## viii < CONTENTS

Chapter 12	Sourcing Outstanding Talent: Blending High Touch with High Tech	187
	Semifinalist Criteria for Prequalifying Candidates	188
	Understanding the Sourcing and Recruiting Funnel	190
	Make It Personal: Let's Go for a Career Ride	193
	Sourcing Checklist	194
	Implementing a Scarcity of Talent Sourcing Program	195
	Think Small-Batch, High-Touch: Source Semifinalists	195
	Develop an "Ideal Candidate Persona"	200
	Direct Sourcing and Networking	207
	Indirect Sourcing and Networking	214
	Summary: Networking Rules!	220
Chapter 13	Start the Recruiting Process with a Career	
	Discussion, Not a Sales Pitch	223
	Conduct Career Discovery on Your First Call	224
	Recruiting Is Getting the Candidate to Sell You, Not You Selling	
	the Candidate	232
	Summary	235
Chapter 14	Recruiting and Closing Top Performers	237
	The Basics of Recruiting and Closing	238
	Don't Make an Offer Until You're 100% Sure It Will Be Accepted	244
	Testing Offers	249
	Summary	256
Chapter 15	Leveraging HR Technology to Implement	
	Performance-based Hiring	257
	Using the Trickle-Up Approach to Validate the Impact	258
	Use SeekOut to Build a Talent Pipeline of Outstanding	
	Diverse Talent	260
	Hiretual.com Offers a Unique AI Approach for Sourcing the Hard to Find	261
	Eightfold Takes a Comprehensive AI-Approach for Matching People with Opportunities Based on Potential	262
	Phenom Converts Workforce Planning into a Strategy Asset	263

### Contents > ix

	AI for Screening Has a Powerful Tool with pymetrics.ai	264
	Creating an Internal Mobility Platform Using SmartRecruiters	265
	Using Greenhouse to Maximize Quality of Hire	266
	Conduct a Reference Check Before Making an Offer Using Checkster	267
	Use Onboarding to Start Delivering on the Promise	268
	Feedback Process Control with Outmatch.com	269
	Create a Win-Win Hiring Culture	270
Chapter 16	Use Performance-based Hiring to Create a	
	Win-Win Hiring Culture	271
	Deliver on the Win-Win Hiring Promise	273
	Building a Win-Win Hiring Culture Starts with the Right Talent Strategy	276
	Measure and Manage Quality of Hire	279
	Use High Touch to Create an Outstanding Candidate	
	Experience	281
	Take the Risk and Bias Out of the "Yes" Decision	282
	Hiring Strong People Is the First Step in Managing a Great Team	284
Appendix 1	Performance-based Hiring and Legal Compliance	285
Appendix 2	Forms	289
	Exploratory Phone Screen Talent Scorecard	290
	The Performance-based Phone Screen	291
	Quality of Hire Talent Scorecard	292
	The Performance-based Interview (1/2)	293
	The Performance-based Interview (2/2)	294
	The Ideal Candidate Persona (1/2)	295
	The Ideal Candidate Persona (2/2)	295
Index		297