

Lou Adler's
Performance-
based Hiring

**How to
Become a
Partner**

Handout



The future of hiring.

Performance-based Hiringsm Becoming a Partner

Based on Lou Adler's
Hire With Your Head
John Wiley & Sons, 2002

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How to Become a Partner With Your Clients




Why Recruiters Aren't Partners

- Lack confidence
- Don't know the job
- Too many reqs
- Moving job specs
- Lack of consensus
- Don't control process
- Don't interview well
- Managers are weak
- Weak decision process




Are you a partner with some clients?





The Playing Field & Rules



A New Perspective

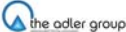
Step 1: Top candidate needs must drive process.
Recruiters become partners.


Step 2: Get everyone to agree to the real job.
→ Performance Profiles

Step 3: Develop sourcing to attract top people.


Step 4: Use evidence-based interview & assessment decision making process.

**Performance-based Hiring:
A Scalable & Systematic
Process to Hire Top People**






Becoming a Partner



Keys to New Perspective

1. Talent centric process
2. Recruiters are partners
 - Know the job
 - Find good people
 - Accurately assess talent
 - Defend your candidates
 - Negotiate and close
3. Increase productivity
4. Scalable

**Performance-based Hiring:
A Scalable & Systematic
Process to Hire Top People**



How to Become a Partner With Your Clients

Hidden Partnership

Keys to New Perspective

1. Recruiters are coaches
 - Candidate control
 - Client control
2. Recruiters are partners
 - Know the job
 - Find good people
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Performance-based Hiring:
A Scalable & Systematic Process to Hire Top People

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Hidden Partnership

Keys to New Perspective

1. Recruiters are coaches
 - Candidate control
 - Client control
2. Recruiters are partners
 - Know the job
 - Find good people
 - Accurately assess talent
 - Defend your candidates
 - Negotiate and close
3. 100-200% increase in productivity!

Performance-based Hiring:
A Scalable & Systematic Process to Hire Top People

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Performance-based Hiring

Performance Profiles → On-boarding & Performance Management

Market Centric Sourcing → Recruiters are Partners

Evidence-based Assessment → Performance Profiles

Integrated Recruiting & Closing → Performance-based Hiring

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How to Become a Partner With Your Clients

Make Job Spec = Real Job

What are you looking for? What does the person need to do?

Job Description

Skills
Experience
Academics
Industry
Responsibilities
Competencies

Performance Profile

Build the team
Grow sales
Conduct analysis
Launch product
Coordinate w/marketing
Reduce costs

Who would you rather hire Someone with the **skills**, or person who can deliver **results**?
Are these the same?



Make Job Spec = Real Job

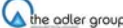
Performance Profile

Build the team
Grow sales
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Launch product
Coordinate w/marketing
Reduce costs

The Difference Maker: It's what you DO with what you HAVE, not what you HAVE that counts!

Job Description

Skills
Experience
Academics
Industry
Responsibilities



Make Job Spec = Real Job

Job Description

Responsibilities
Behaviors
Competencies
Skills

Requirements

- Complete
- Compelling
- Don't exclude the best

Basic Performance Profile


Prioritized
Major Tasks

Performance Profile

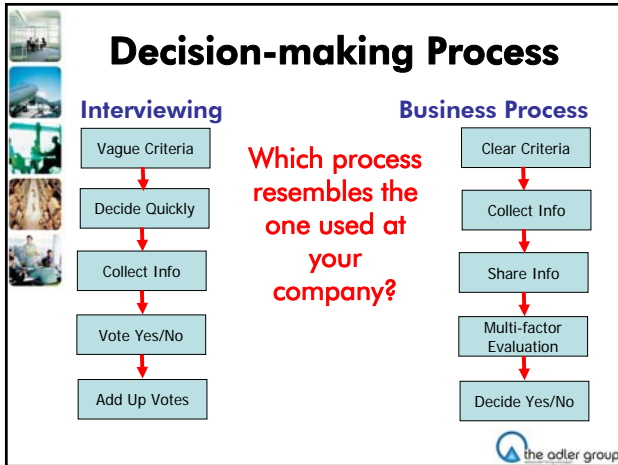
Prioritized
SMARTe
Objectives

1. Define job, not person
2. DOING not HAVING
3. Get everyone to agree
4. Tie job to strategy → job branding
5. Source & interview
6. On-boarding
7. Performance management

This is how you start controlling the process!



How to Become a Partner With Your Clients



10-Factor & Job Matching ~~2s~~

Factor	Competencies	Level 1 Unqualified	Level 2 Less Qualified	Level 3 Fully Qualified	Level 4 Highly Qualified	Level 5 Super Star
General Evaluation Summary	Technical Motivation Cooperation Fueled by team Impact on team Planning Promotability	Incompetent Unmotivated Uncooperative Distraction Demotivating Reactive No aptitude to grow	Needs extra training Needs extra pushing Needs urging Avoided Neutral Passive Not promotable	Meets high standards Self motivated Fully cooperative A contributor An asset On top of issues Promotable	Does it better Does more, faster Initiates helping Trains, sought out Influences others Anticipates issues Quickly promotable	Sets standards 100% committed Proactively coaches Asked to lead Motivates others Forward-looking Double promotable
Technical Skills & Abilities	Basic knowledge Application Creativity, vision Learning ability Professionalism	Can't do the work. Doesn't meet minimum standards. Incompetent. A distraction. Avoided.	Can do the work, but needs added training, supervision, struggles. Slow learner. Tolerated by others.	Can perform all required work very well. An asset. Requires minimal supervision, can learn anything.	Does more than required, does it better, does it faster. Self-managed. Trains others. Learns fast.	Achieves another level. More creative, more insightful. Sets standards. Leader in field. Sought out.
Motivated to Do the Work Required	Energy, Focus Commitment Initiative Work-ethic Self-development	Lazy, passive, doesn't want to do the work. No interest in position.	Will do the work if urged or pushed. Not a good fit for work. Avoids issues, reactive. Isn't improving.	Self-motivated to do this type work w/o normal supervision, Proactively handles key issues.	Takes initiative to do more, faster, & better. Looks for problems to solve. Self-improves skills.	Totally committed to do whatever it takes to get it done. Wants to excel. Constant self-development.
Team Skills (EQ) with Compatible Groups	Cooperate Motivate Assess/Business Sociability Influence Lead Others	Uncooperative, bad attitude, negative. Hides problems. Or too individual. Cause of conflict. Antagonistic.	Will cooperate if asked. Needs urging to be involved with others. Avoids problems. Can't handle conflict. Passive.	Fully cooperates with others w/o urging. Openly addresses problems. Accepts conflict. Pushes viewpoint.	Takes initiative to help others. Anticipates problems. Persuasive. Motivates others. Handles conflict well. Takes lead.	Persuades, inspires, motivates, coaches. Minimizes conflict. Diplomatic. Proactively develops others. Asked to lead.

Secret: Stop hiring 2s and start hiring 3s, or better!

Factor	Competencies	Level 1 Unqualified	Level 2 Less Qualified	Level 3 Fully Qualified	Level 4 Highly Qualified	Level 5 Super Star	Rank
1 Technical Skills	Basic knowledge Use of knowledge Creativity, ability.	Can't do the work. Incompetent. Below minimum standards.	Can do the work, but needs added training, supervision.	Can perform all required work very well. An asset.	Does more than required, does it better, does it faster.	Leader in field. Sets the bar. More creative & insightful.	
Key Technical Objectives:							
1. Design circuit in 90 days. 2. Develop GUI for AP for SAP Module 3. Lead development of SCM reporting system							
2 Motivated to Do the Work	Commitment Work-ethic Self-motivation	Lazy, passive, doesn't want to do the work.	Will do the work if urged or pushed. Not a good fit for work.	Self-motivated to do this type work with little supervision.	Takes initiative to do more, faster, & better. Looks for work.	Totally committed to do whatever it takes to get it done.	
Critical deal-breaking areas where person must demonstrate excellence/drive/initiative:							
1. Push envelope on using JAVA in business applications 2. Develop new prospecting technique							
3 Team Skills in Similar Groups	Cooperate Motivate, Lead Influence	Uncooperative, bad attitude, negative, hides problems.	Will cooperate if asked. Needs urging to be involved.	Fully cooperates with others w/o urging. Deals w/conflict.	Takes initiative to help others. Persuades, motivates.	Inspires, coaches. Minimizes conflict. Asked to lead.	
Team Project and Expectations:							
1. Influence senior managers in other departments and companies to agree to design specs for customized WiFi networks 2. Work with AP and order processing to ensure 100% on time delivery							
4 Problem Solving, Thinking	Intelligence Analytical Insight	Didn't understand any key issues or develop any solutions.	Needs support. Understood basic issues. Weak solutions.	Clearly understood all key issues. Developed good solutions.	Quickly understood all issues. Developed multiple solutions.	Understood all issues. Optimizes results. Seen impact.	
Typical Problems Faced or Areas Where Thinking is Required:							
1. Optimize design under conditions of changing specs 2. Deal with unruly customers on phone 3. Develop detailed case studies for various alternatives 4. Develop projects with limited information							

The 10-Factor Candidate Assessment

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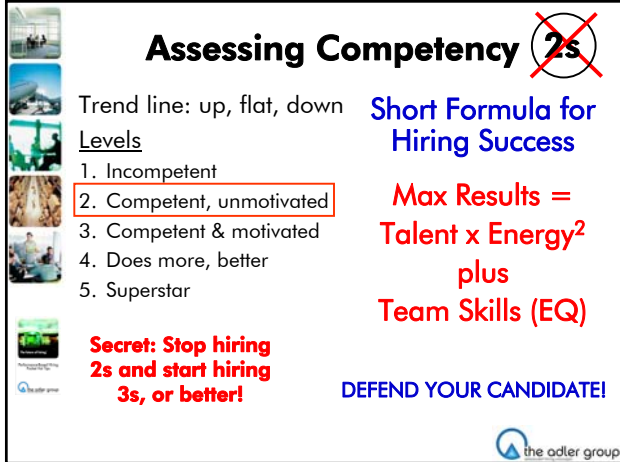
Candidate: _____ Position: _____ Interviewer: _____ Date: _____

	Factor	Competencies	Level 1 Unqualified	Level 2 Less Qualified	Level 3 Fully Qualified	Level 4 Highly Qualified	Level 5 Super Star	Rank
	General Evaluation Summary	Technical Motivation Cooperation Viewed by team Impact on team Planning Promotability	Incompetent Unmotivated Uncooperative Distraction Demotivating Reactive No potential to grow	Needs extra training Needs extra pushing Needs urging Avoided Neutral Passive Not promotable	Meets high standards Self motivated Fully cooperative A contributor An asset On top of issues Promotable	Does it better Does more, faster Initiates helping Trains, sought-out Influences others Anticipates issues Quickly promotable	Sets standards 120% committed Proactively coaches Asked to lead Motivates others Forward-looking Double promotable	
1	Technical Skills	Basic knowledge Use of knowledge Creativity, ability.	Can't do the work. . Incompetent. Below minimum standards.	Can do the work, but needs added training, supervision.	Can perform all re-quired work very well. An asset.	Does more than re-quired, does it better, does it faster.	Leader in field. Sets the bar. More crea-tive & insightful.	
2	Motivated to Do the Work	Commitment Work-ethic Self-motivation	Lazy, passive, doesn't want to do the work.	Will do the work if urged or pushed. Not a good fit for work.	Self-motivated to do this type work with little supervision.	Takes initiative to do more, faster, & bet-ter. Looks for work.	Totally committed to do whatever it takes to get it done.	
3	Team Skills in Similar Groups	Cooperate Motivate, Lead Influence	Uncooperative, bad attitude, negative. Hides problems.	Will cooperate if asked. Needs urging to be involved.	Fully cooperates with others w/o urg-ing. Deals w/conflict.	Takes initiative to help others. Per-suades, motivates.	Inspires, coaches. Minimizes conflict. Asked to lead.	
4	Problem Solv-ing, Thinking	Intelligence Analytical Insight	Didn't understand any key issues or de-velop any solutions.	Needs support. Un-derstood basic issues. Weak solutions.	Clearly understood all key issues, devel-oped good solutions.	Quickly understood all issues. Developed multiple solutions.	Understood all is-sues. Optimizes re-sults. Sees impact.	
5	Achieved Similar Results	Results oriented Success focus Commitment	Experience and ac-complishments are total mismatch.	Some comparable accomplishments. Needs extra training.	Has handled similar projects with very good results.	Environment and projects match with better results.	Scope, span, scale, culture match & ex-ceptional results.	
6	Planning & Executing	Organization Planning Vision	Unorganized. Weak planner. Very reac-tive. Wastes time.	Reactive. Misses deadlines. Plans when pushed.	Consistent planner. Meets deadlines. Or-ganizes, prioritizes.	Always plans, antici-pates, prioritizes, and beats deadlines.	Superb. Anticipates everything. Sees big picture & all issues.	
7	Environment & Cultural Fit	Decision-making Style, Pace Attitude, Team	Complete mismatch on culture and/or en-vironment.	Reasonable match on culture and environ-ment, not perfect fit.	Close match on peo-ple, pace, approach, org structure.	Has been successful in this type of culture & environment.	Thrives in this type of environment, cul-ture. Great success.	
8	Trend of Growth	Consistency Goal-orientation Commitment	No personal or busi-ness growth noted. Makes excuses.	Flat trend. Capable, but needs to be pushed to grow.	Job growth trend shows consistent positive pattern.	Strong upward growth trend. Con-sistently does more.	Great upward trend. Great progress sup-ported by results.	
9	Character & Values	Honesty, Integrity Professionalism Responsibility	Questionable charac-ter. Job does not fit with values.	Job somewhat fits values and needs. Will be a distraction.	Job is a strong fit with values & moti-vating needs.	Job clearly meets values & motivating needs. Principled.	Strongly committed person of great char-acter. Role model.	
10	Potential and Summary	Leadership Capacity to grow Vision	This job is over per-son's head. Not a candidate.	Can handle this job, but not likely to grow beyond job.	Can handle all key aspects of job plus has upside potential.	Will make quick positive impact and has near-term upside.	Will make great im-pact with potential to move up two levels.	
								Total Score

Evaluation Notes

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How to Become a Partner With Your Clients



Assessing Competency ~~2s~~

Trend line: up, flat, down

Short Formula for Hiring Success

Max Results = Talent x Energy² plus Team Skills (EQ)

DEFEND YOUR CANDIDATE!

Secret: Stop hiring 2s and start hiring 3s, or better!

Levels

1. Incompetent
2. Competent, unmotivated
3. Competent & motivated
4. Does more, better
5. Superstar

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How to Become a Partner

Basics

- Know the job
- Find great people
- Become strong interviewer
- Lead panel interviews
- Lead debriefing session
- Defend your candidates!
- Use evidence-based assessment
- Train your managers
- Become a coach

Benefits

- 100-200% increase in productivity and job satisfaction

Recruiters

Hiring Team

Top People

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