

Intro to Performance-based Hiring™

Performance-based Hiring → Win-Win Hiring™

Performance-based Hiring Is Win-Win Hiring

GETTING STARTED LICENSING OUR COURSES MY DASHBOARD LOU A 

Performance-based Hiring Is "Diversity Hiring by Design"

Performance-based Hiring is a complete business process designed to implement a Win-Win Hiring strategy by integrating sourcing, interviewing, recruiting and on-boarding into one seamless system.

[Free Preview](#)

www.winwinhiring.com

HIRE with your HEAD
third edition
Using Performance-Based Hiring™ to Build Great Teams
Lou Adler


the essential guide for
Hiring & Getting Hired
A Performance-based Hiring Handbook
Littler Validated
Lou Adler
author of Hire With Your Head

Lou Adler
Founder, Performance-based Hiring


Performance-based Hiring

Performance-based Hiring → Win-Win Hiring™

Performance-based Hiring Is Win-Win Hiring

GETTING STARTED LICENSING OUR COURSES MY DASHBOARD LOU A 

Performance-based Hiring Is "Diversity Hiring by Design"

Performance-based Hiring is a complete business process designed to implement a Win-Win Hiring strategy by integrating sourcing, interviewing, recruiting and on-boarding into one seamless system.


[Free Preview](#)

www.winwinhiring.com

Big Topics to Discuss

- Think Win-Win Hiring
- Integrated Process vs. Steps
- Performance vs. Skills
- Diversity Matters

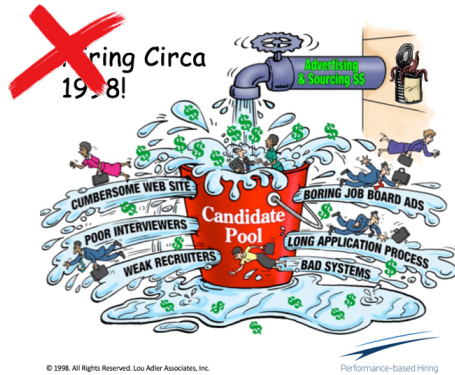
Lou Adler
Founder, Performance-based Hiring


Performance-based Hiring

Intro to Performance-based Hiring™

Performance-based Hiring → Win-Win Hiring™

McKinsey Study – The War for Talent



Performancebasedhiring.com • info@performancebasedhiring.com

Performance-based Hiring

Performance-based Hiring → Win-Win Hiring™

Big Idea: We hire strangers differently than hire acquaintances

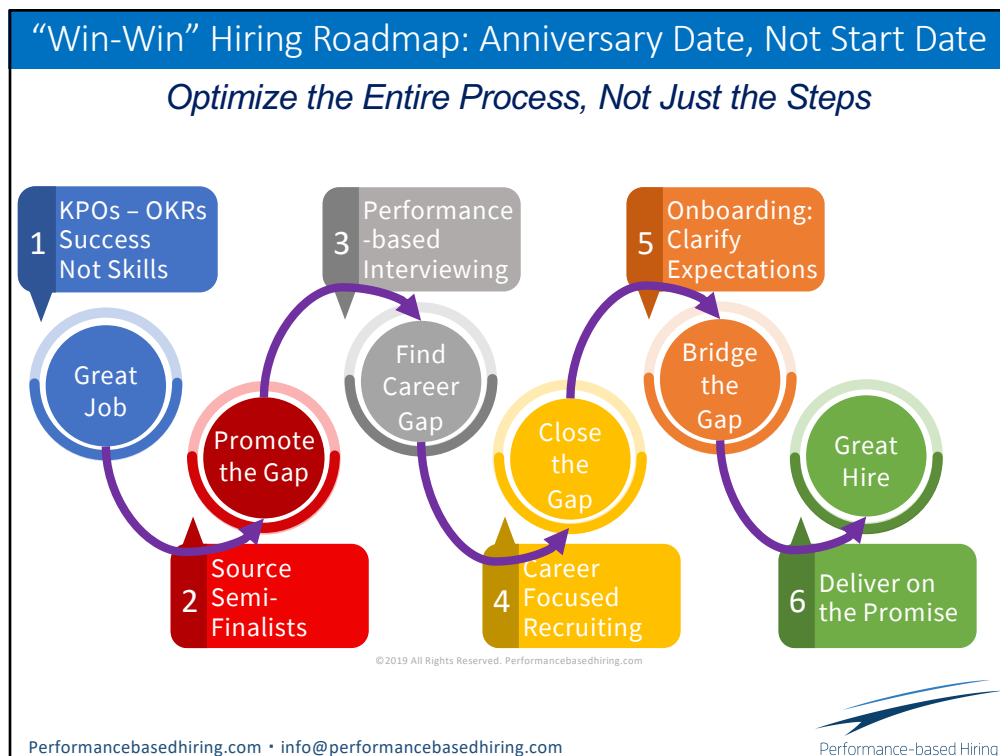
Develop a hiring process that opens the talent pool to everyone who's qualified to do the work regardless of race, gender, age, physical challenges or sexual orientation without compromising ability, performance or potential.



Performancebasedhiring.com • info@performancebasedhiring.com

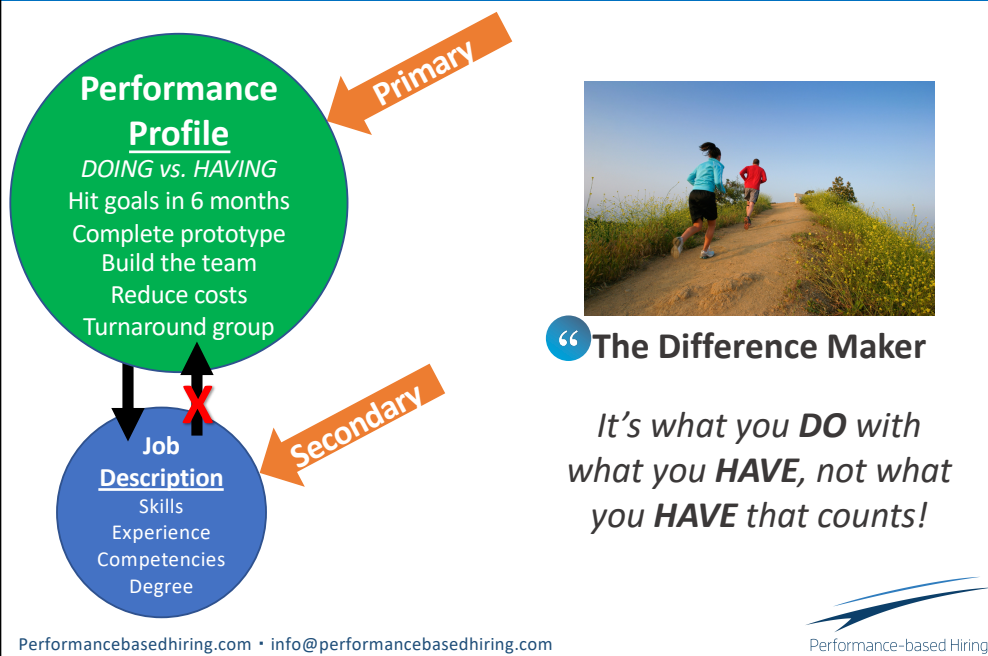
Performance-based Hiring

Intro to Performance-based Hiring™

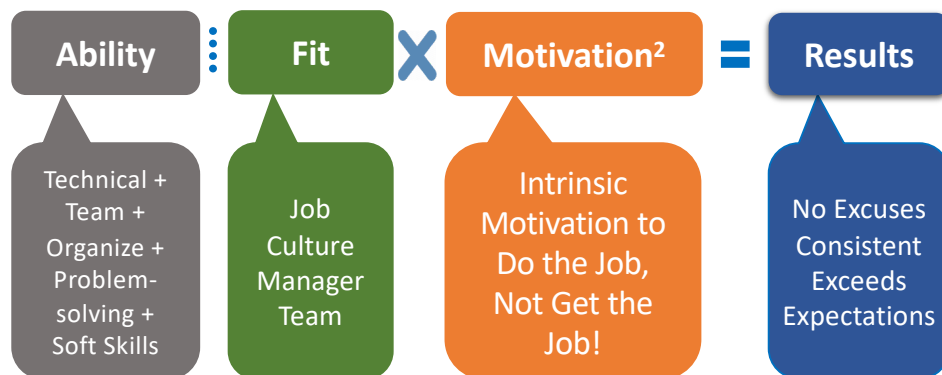


Intro to Performance-based Hiring™

Define Job Before Defining Person



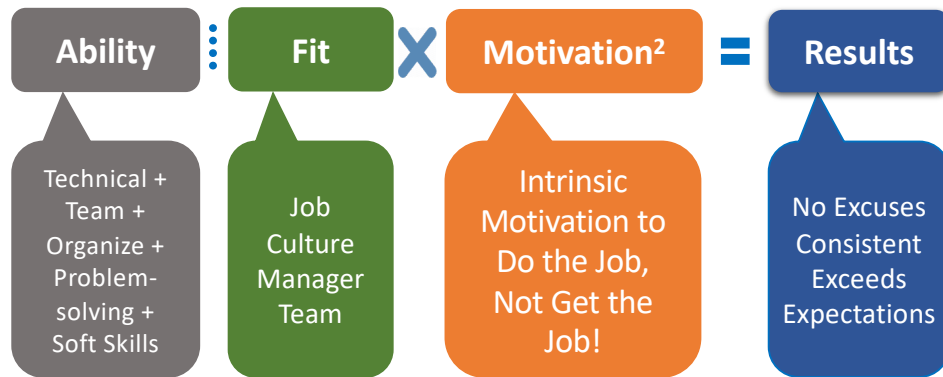
Hiring Formula for Win-Win Success



“ *The ability to do the work in relationship to fit drives motivation and ultimately successful performance.*

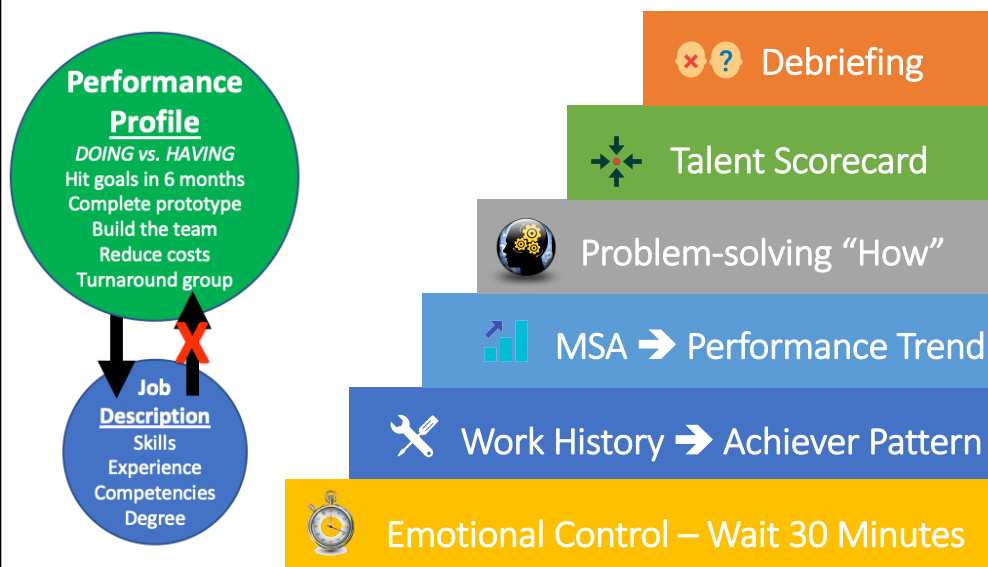
Intro to Performance-based Hiring™

Hiring Formula for Win-Win Success



“ We hire people for their hard skills but if they underperform it's largely due to their lack of soft skills, fit or low motivation.

The Performance-based Interview



Performancebasedhiring.com • info@performancebasedhiring.com

Intro to Performance-based Hiring™

Measuring & Predicting Quality of Hire



©2017 All Rights Reserved. The Adler Group, Inc.

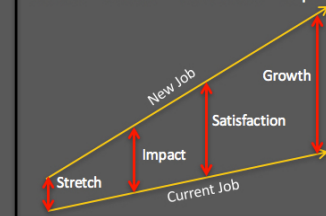
Hiring Formula for Success

$$\text{Ability} \vdots \text{Fit} \times \text{Motivation}^2 = \text{Results}$$

The 30% Solution

Create the Opportunity Gap

30% Non-money Increase =
Stretch + Growth + Satisfaction + Impact



Time – Maximize Your Use of Time

© 2016. All Rights Reserved. The Adler Group, Inc.

Performancebasedhiring.com • info@performancebasedhiring.com

Performance-based Hiring

Measuring & Predicting Quality of Hire



©2017 All Rights Reserved. The Adler Group, Inc.

Hiring Formula for Success

$$\text{Ability} \vdots \text{Fit} \times \text{Motivation}^2 = \text{Results}$$



Formal Debrief - Rank -
Measure Quality of Hire



Spend more time
with fewer people



Sell the discussion, not
the job

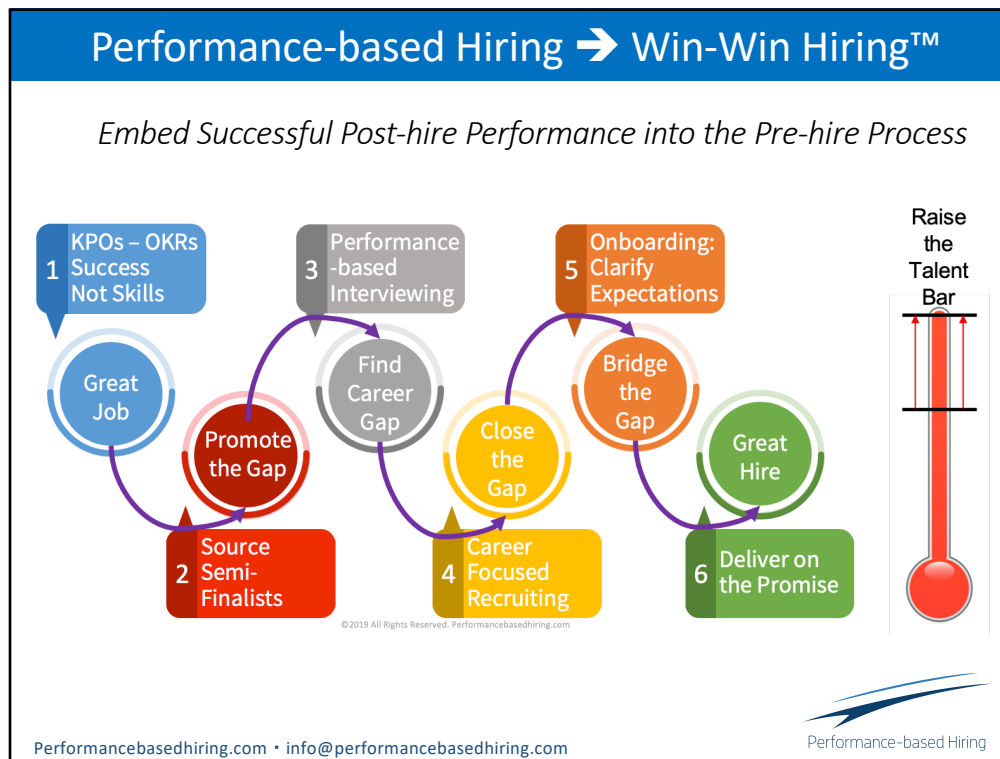


Emphasize Win-Win
Hiring: Career Move!

Performancebasedhiring.com • info@performancebasedhiring.com

Performance-based Hiring

Intro to Performance-based Hiring™



Performance-based Hiring → Win-Win Hiring™

Performance-based Hiring Is Win-Win Hiring

GETTING STARTED | LICENSING OUR COURSES | MY DASHBOARD | LOU A.

The Big Points

- Think Win-Win Hiring
- Integrated Process vs. Steps
- Performance vs. Skills
- Diversity Matters

Performance-based Hiring Is "Diversity Hiring by Design"

Performance-based Hiring is a complete business process designed to implement a Win-Win Hiring strategy by integrating sourcing, interviewing, recruiting and on-boarding into one seamless system.

[Free Preview](#)

www.winwinhiring.com

Lou Adler
Founder, Performance-based Hiring

Performancebasedhiring.com • info@performancebasedhiring.com

Performance-based Hiring

PERFORMANCE-BASED HIRING AND LEGAL COMPLIANCE OVERVIEW

DAVID J. GOLDSTEIN¹

Businesses hire people because there is a job to be done. The goal is to find the right people, bring them on board, and get them to work. When the wrong person is hired, the work doesn't get done. Worse yet, the productivity of others may be disrupted. And in the worst case a bad hire can lead to litigation. Employment related litigation is extremely costly and legal fees represent just the tip of the iceberg. Litigation distracts managers, impacts employee morale, and often breeds additional litigation.

For these and other reasons, successful companies need to adopt an effective approach to recruiting and hiring. Performance-based Hiring provides such an approach.

By creating compelling job descriptions that are focused on key performance objectives, using advanced marketing and networking concepts to find top people, by adopting evidence-based interviewing techniques, and by integrating recruiting into the interviewing process, companies can attract better candidates and make better hiring decisions.

Because the Performance-based Hiring system does differ from traditional recruiting and hiring processes, questions arise as to whether employers can adopt Performance-based Hiring and still comply with the complex array of statutes, regulations, and common law principals that regulate the workplace. The answer is yes.

In particular:

- A properly prepared performance profile can identify and document the essential functions of a job better than traditional position descriptions, facilitating the reasonable accommodation of disabilities and making it easier to comply with the Americans with Disabilities Act and similar laws.
- Even employers that maintain more traditional job descriptions may still use performance profiles or summaries of performance profiles to advertise job openings. Employers are not legally required to post their internal job descriptions when advertising an open position. Nor is there any legal obligation to (or advantage in) posting boring ads.

¹ David J. Goldstein, a shareholder in Littler Mendelson's Minneapolis office, has over 25 years of experience working with in-house counsel, business leadership, and HR professionals to proactively identify and implement creative solutions for complying with legal and regulatory requirements, avoiding liability, and resolving internal and external disputes.

An experienced trial lawyer, David's clients include health care providers, construction companies, financial institutions, colleges and universities, and professional sports teams. David devotes a significant portion of his practice to assisting employers with the implementation and maintenance of effective affirmative action programs and representing contractors before the OFCCP.

David has a J.D. from Harvard Law School and a B.A. from Haverford College. While in law school he also taught freshman economics at Harvard College. Additional information on David is available at <http://www.linkedin.com/in/davidjgoldstein> and <http://www.littler.com/people/david-j-goldstein>

- Under some circumstances, federal government contractors will want to include in their job postings, objective, non-comparative qualifications for the position to be filled. Using SMARTe, employers can create performance-based job descriptions that include such objective, non-comparative elements. Requiring applicants to have previously accomplished specific tasks represents a selection criterion that is no less objective than requiring years of experience in some general area.
- Focusing on “Year 1 and Beyond” criteria may open the door to more minority, military, and disabled candidates who have a less “traditional” mix of experiences, thereby supporting affirmative action or diversity efforts.
- The law permits employers to define who will be an “applicant” by limiting consideration to individuals who fulfill certain procedural requirements such as fully completing an application form. Requiring interested individuals to complete a short write-up of some accomplishment related to the job to be filled (the “two-step”) can serve as such a requirement. Individuals who do not submit the required write-up need not be considered as applicants for record-keeping purposes. Of course, while individuals can be rejected based on the quality of their submission, those individuals who do submit the write-up will need to be counted as applicants.
- Conducting performance-based interviews ensures that the interviews will be structured and properly focused, and minimizes the risk of an interviewer inquiring into protected characteristics. Moreover, since the performance-based interviews are conducted pursuant to a common methodology, one is assured that the candidates are being fairly compared.
- Performance-based interviewing promotes fair consideration of the different skills and experiences that each candidate has to offer – which is essential to promoting diversity.
- One obstacle to diversity in hiring is the greater effort required for an interviewer to connect with a person who is different. *The Essential Guide for Hiring & Getting Hired* offers techniques for controlling this type of bias. Waiting 30 minutes and using the Plus or Minus Reversal Technique will reduce the impact of such biases and promote greater diversity in hiring.
- Although some employers may be required to maintain records of the actual applicant pools considered for each hire, a single posting may still be used to cover multiple openings by narrowing the pool through the two-step process and maintaining appropriate applicant tracking systems.
- Performance-based Hiring is a business process for hiring top talent. While the process will be useful for filling many different types of jobs, there may be some jobs (for example, lower level, lower skilled, high turnover positions) for which it doesn’t make sense to use Performance-based Hiring. That is not a problem. Employers need to be consistent in their hiring processes for similar positions, but remain free to adopt different processes for different positions.

Recruiter Competency Model: Talent Advisor and Career Consultant

This model is for a full-cycle recruiter handling challenging search projects in a talent scarce market. It's based on Lou Adler's [Performance-based Hiring](#) training program.



Name: _____ Title: _____ Evaluator: _____ Date: _____

High Tech – Active – Traditional

High Touch – Passive – Diverse

Persistence, Quality, Consistency and Drive for Results

Description	Needs Training – 1	Qualified – 2	Well Qualified – 3	Highly Qualified – 4	Rank
Delivers 3-4 strong people efficiently and consistently.	Can handle basic active searches with reasonable quality.	Very solid. Can source and recruit for most spots with active candidates.	Delivers high quality passive candidates with strong performance metrics.	Totally committed to deliver top-tier talent for toughest projects.	

Understands Real Job Needs and the Employee Value Proposition (EVP) ([Core Online Course](#))

Understands real job as performance objectives and their importance.	Has little understanding of actual job and larger context. Box checks skills.	Intake meetings focus is largely on skills, experiences and generic competencies.	Has good understanding of real job needs. Conducts in-depth intake meetings.	Relentless ensuring full job understanding. Leads intake meeting with hiring team.	
--	---	---	--	--	--

Strong Interviewer and Bar Raiser – Trusted by Hiring Manager ([Great Course for Hiring Managers, Too](#))

Conducts objective, in-depth and professional interview.	Emphasizes skills. Assessments not fully trusted by hiring managers.	Conducts behavioral interview as part of good phone screen. Input is valued.	Conducts in-depth objective interview. Assessments are insightful and correct.	Can lead panel interviews and debriefing sessions. Very accurate. Persuasive.	
--	--	--	--	---	--

Can Source, Recruit and Close Semi-finalists in Tandem – Best Top of Funnel to Close Metrics ([Best Course](#))

Finds, connects and converts great names into strong prospects.	Good sourcer but doesn't contact and convert the strongest people. Low yield.	Identifies good passive talent but just okay conversion rate into strong prospects.	Can find & contact top passive talent with high conversion into serious prospects.	Finds best talent. Very high contact & conversion rates. Lowest candidates/hire.	
---	---	---	--	--	--

Full Understanding of Company/Culture/Manager/Team/Industry ([Best Course](#))

Knows industry, company, competition and compensation issues.	Unconvincing. Too generic. Strongest candidates opt out. Fluffy. Low conversion.	Understands key non-job issues to convince strongest candidates to proceed.	Insightful. Sees beyond job. Overcomes Glassdoor-like concerns. High conversion.	Respected, trusted advisor to hiring managers and candidates. Highest close rate!	
---	--	---	--	---	--

Recruits, Advises, Negotiates and Closes Tier 1 Candidates by Creating Career Move ([Foundational Course](#))

Overcomes objections, persistent, closes on career growth, not \$\$.	Okay with active candidates but clumsy with most passive candidates.	Strong at recruiting top active candidates. Okay with best passive candidates.	Excellent for all positions. Career advisor mindset. HM partner. Persistent!	Raises the talent bar. Trusted advisor to HM & prospect. Best close rate!	
--	--	--	--	---	--

Sources Semi-finalists: Knows Boolean, Great Messaging & High Response Rates ([Core Online Course](#))

Can quickly source, contact and convert best people into prospects.	Uses traditional filtering with basics tools. Metrics low. Quality is average.	Solid Boolean. Uses variety of niche databases. OK response rates & OK quality.	Leverages Boolean to focus on performance, quality and hirability. Great results.	Can find/attract anyone. Excels at "High Touch." Highest sendouts/hire metrics.	
---	--	---	---	---	--

Builds and Nurtures Deep High Quality Talent Pools via Networking and Referrals ([Core Online Course](#))

Referral generating machine of top-tier talent.	Ineffective. Not able or not interested in direct calling or networking.	Okay with cold calling but needs help convincing the best to move forward.	Can call and contact anyone with high conversion rates and/or gets great referrals.	Deeply networked. Highly respected. Assigned difficult searches.	
---	--	--	---	--	--

Uses CRM and Campaign Nurturing Approach to Attract Top-tier Active Talent ([Core Online Course](#))

Proactive, targeted planning with supply/demand analysis.	Inbound focus. Too much standard posting and emailing. Results inconsistent.	Builds good talent pools using a variety of channels. Fill metrics are strong.	Great success using workforce planning, supply/demand analysis & campaigns.	Builds very successful multi-channel CRM campaigns that meet tough KPIs.	
---	--	--	---	--	--

Manages the Entire Process with Strong Metrics and Ensures a Strong Candidate Experience (CX) ([Live Workshop](#))

On top of everything. Prioritizes efforts to ensure objectives are met.	Reactive. Metrics inconsistent. Insensitive to candidate needs.	Tracks, plans and ensures positive CX. Stays on top of critical jobs & hits metrics.	Keeps managers informed and engaged. Improves CX. Drives the process.	Great organization. Proactively ensures goals and metrics are met.	
---	---	--	---	--	--

FINAL RANKING: Total Above =

Complete List of Resources in the Performance-based Hiring Learning Platform

Each of our self-paced training courses include a number of resources to help users quickly learn and apply the methodology. Following is a complete list of these resources. Those marked with an asterisk () are exclusive to the sourcing and recruiting courses.*

Littler Mendelson White Paper on Compliance of Performance-based Hiring

This is a white paper prepared by David J. Goldstein who is one of the top legal authorities on the topic of equal employment opportunity, diversity, OFCCP and related employment compliance issues.

Defining the Job as Performance Objectives

Conducting a Performance-based Hiring Intake Meeting

This is a step-by-step guide for use during the job description in-take meeting with the hiring manager and team. It offers a simple approach to convert traditional skills-based job descriptions into performance-based job descriptions.

Getting Started Preparing Performance-based job Descriptions

This summary is a great tool for introducing hiring managers to the value of defining work as a series of 5-6 performance objectives rather than a list of skills and generic competencies.

Performance-based Job Description Handbook

This handbook contains a variety of different performance-based job descriptions and performance objectives that can be used as templates for all types of jobs.

Sourcing and Recruiting Resources

Recruiter of the Future Competency Model

This competency model describes all of the skills a recruiter needs to master in order to source, recruit, assess and close the strongest and most diverse talent for critical roles.

Clever Boolean Search Terms Summary Cheat Sheet *

This cheat sheet is designed for use in the Performance-based Hiring method. It contains basic and advanced search operators along with other clever terms useful for finding more top passive candidates.

Comprehensive Candidate Persona Guide – Short and Complete Versions *

This is a step-by-step guide for capturing the essential information to create specific job branding and the Employee Value Proposition. This information is critical for developing compelling recruitment messaging.

Job Offer – Candidate Offer Comparison and Decision-Making Process Worksheet *

This form allows a candidate to objectively compare different job opportunities by examining all of the short- and long-term factors in balance rather than emphasizing compensation and location.

Interview Guides (there are 10 interview guides in this template series)

The Master Two-question Performance-based Interview Guide

This is a semi-scripted interview designed to utilize the Performance-based Hiring two-question interview format. This version of the guide can easily be adapted to any job type.

Phone Screen Interview Guide

This is a semi-scripted interview to determine if a candidate should be invited onsite. Mastering just this phone screen will reduce hiring errors due to bias and save time by only inviting potential finalists onsite for a full, in-depth interview.

Consultative Sales Rep Interview Guide

This is an interview guide for consultative sales and business development candidates who use a discovery process.

Project Management Performance-based Interview Guide

This semi-scripted interview guide is designed to evaluate the candidate's project and self-management skills along with their organizational ability.

Soft Skills Performance-based interview Guide

This semi-scripted interview guide is designed to evaluate the candidate's soft-skills including their organizational ability, time management, cross-functional teamwork, influencing and communication skills.

Complete List of Resources in the Performance-based Hiring Learning Platform

Interview Guide to Assess Fit with the Job and Company Culture

This semi-scripted interview guide is designed to assess the candidate's fit, fit with the company culture and fit with the hiring manager's style in managing their team.

Team Skills Performance-based Interview Guide

This semi-scripted interview guide is designed to assess the candidate's capability to work within a team environment. This includes understanding their role within the team, ability to influence and cooperate to meet team goals, and to compromise when necessary.

Technical Role Performance-based Interview Guide

This is a semi-scripted interview guide designed to assess the candidate's technical competence in relationship to the objectives within the job's performance-based job description.

The Performance-Based Hiring Panel Interview Guide

This is a comprehensive guide for conducting panel interviews. This includes a preparation checklist, instructions on how to conduct a panel interview and roles for each panel member.

Talent Scorecards and Additional Interviewing Tools

Predicting and Improving Quality of Hire Using the Performance-based Hiring Talent Scorecard

Accurately predicting Quality of Hire is possible when each hiring team member shares their evidence in a formal debriefing session. This same talent scorecard can be used to establish a corrective feedback system by comparing post-hire actual performance to the pre-hire prediction.

Interviewing – The NO 2s! Training Guide

This guide provides additional guidance on how to assess and rank the key factors on the Talent Scorecard. The most important thing to understand is that candidates who score 2 or lower should raise a red flag.

Standard Talent Scorecard Phone Screen

This is a scorecard to summarize your phone screen and document whether or not the candidate is recommended for an in-person interview or other next steps.

How to Organize the Interview by Roles Checklist

This checklist is a matrix of hiring team roles and talent scorecard factors. Completing this checklist ensures all assessment factors have been assigned and provides variety during the candidate interview.

Extras and Special Tools

Performance-based Hiring Certification Package *

Each of the four modules comes with a series of step-by-step worksheets covering the fieldwork needed to practice and master the concepts. Upon successful completion the recruiter receives his/her Performance-based Hiring certification.

Mobile Digital Application

This tool offers instant coaching advice for preparing performance-based job descriptions and asking a variety of different interviewing questions.

Interactive Overcoming Objections Tool *

It's important for recruiters to be able to handle candidate concerns at any stage in the funnel. This tool provides 30+ instant rebuttals that will prevent strong candidates from opting out for lack of trying.

Interactive Behavioral Fact-finding for Handling Different Accomplishment Questions

The performance-based interviewing process involves fully understanding a candidate's accomplishments related to the performance objectives of the job. This tool provides the behavioral fact-finding probes needed to conduct an accurate assessment.

Prep Your Candidate

Recruiters should [send this free lesson to all of their candidates](#) to ensure they're accurately interviewed. It's best if they recruiter and candidate discuss the core techniques before the actual interview with the hiring manager.