

Four Reasons Why Results Matter More than Anything Else and the ONE Question You Should Ask Over and Over

We live in a world obsessed with results and measurement. Yet in business, the way we define results is often vague, half-done worst of all, absent. You know how to identify obvious results like sales targets, market share or production schedules. But you have to identify all the results you need for very job, project or new initiative - and measure them - or how will you know when you've been successful?

1. Results should be the starting line for every financial decision you make.

There are so many factors to consider when you decide to spend the company's money....how do you decide?

What if every dollar your company spent required an answer to this question, "How does this expenditure contribute to delivering our results?" (and yes, you can take this as a challenge). Your operating budget would probably look very different. But - before you can answer this you must have clear and specific results in place.

2. Five years from now (or sometimes five minutes) no one will remember how "hard the team worked" on the project that failed.

This is one of the "good" clichés: time is money, and we've heard that so often it barely registers. Your time is worth a lot...as much as any "hard" dollars you spend.

What if every hour of your time required an answer to this question, "How does the time I'm about to invest right now contribute to delivering our results? Your calendar would probably look very different. But - before you could answer that question you'd need to have clear and specific results in place.

3 There's a common belief that everyone hates meetings. That idea needs an edit because here's what's really true: it's not that everyone hates meetings... just everyone hates everyone hates bad meetings.

Because they demolish huge blocks of time on our calendars. It's probably the only thing that every single person in the company can agree on! Most people are pretty darn happy to attend a good meeting - one where problems are identified, discussed and resolved. (Do you see a pattern developing here)?

What if every meeting required an answer to this question, "How will this meeting contribute to delivering our results? Your calendar would open up like a rose in the springtime. But - before you could answer that question, you'd need to have clear and specific results in place.

4. Every manager who hires is tortured by this question, "how do I know if I have the right people in the right jobs"?

This might be the most important reason why results matter more than anything else. Even if you are rigorous about how you invest your money or spend your time, it's all for nothing if the people in the jobs can't DO the jobs. It's impossible to hire right people for the right jobs if you don't have an absolutely positively clear list of the results that define success in any job.

What if every job search for a new hire required an answer to this question, "How will this person contribute to delivering our most important results"? If you don't know the results you need then you don't know what skills are needed in the people you hire.... and you can't answer the question.

So here it is...the ONE question every manager should ask over and over - just fill in the blank.

"How will this _____ contribute to delivering our results"?
(expenditure, time, meeting or person)

IDENTIFY THE FIVE RESULTS THAT DEFINE SUCCESS IN THIS JOB

JOB TITLE: _____ **HIRING MANAGER:** _____

Section 1. List the all results the job must deliver. These are the reasons the job exists, not personal traits or characteristics.

- | | |
|----|-----|
| 1. | 6. |
| 2. | 7. |
| 3. | 8. |
| 4. | 9. |
| 5. | 10. |

Section 2. Make sure each result meets the S-M-A-R-T criteria: Is it Specific, Measurable, Achievable, Relevant and Time-bound? Usually, the list gets shorter (but not necessarily). Remember results are the reasons a job exists.

- | | |
|----|-----|
| 1. | 6. |
| 2. | 7. |
| 3. | 8. |
| 4. | 9. |
| 5. | 10. |

Section 3. Now, choose from the list above a maximum of Five Results that define success in this job. Then, apply the “bonus” filter to help you. Ask yourself, “Would I pay a bonus for delivering that result?”

- 1.
- 2.
- 3.
- 4.
- 5.

STEP 1: RESULTS

HOW TO IDENTIFY THE FIVE RESULTS THAT DEFINE SUCCESS IN ANY JOB

Use the RESULTS Worksheet in the Playbook. Be sure to complete all sections.

Remember these rules:

1. Identify the Five Results that define success in the job.
2. Every result must pass the SMART test -- Specific, Measurable, Achievable, Relevant and Time-bound.
3. Don't hire alone. Assemble a hiring team.

You have a job to fill and your search for the right person is about to begin.

In *all* jobs, there are a few results that ultimately define success, regardless of who is in the job. Identifying the top five results in any job is the *game changer* in hiring. No doubt, you *want* more than five results, but you must base your hire on the top five.

Results are not personality traits, natural abilities or skills. Rather, they are the reason the job exists. In most of the five steps of Rapid Hiring, you'll focus on the *person*, but Step 1 requires you to focus on the *job*.

Don't allow "hiring glare" to distract you. This happens when you're enticed by a few dominant personality traits that make it hard to see anything else. Glare tricks you into thinking, "This person will be great," even when there's little evidence.

Personality traits, natural abilities and skills matter tremendously, *but it's not where you start*. When you know the Five Results that define success in *this* job, it's easy to maintain this focus throughout the entire process.

THE RESULTS WORKSHEET

Section 1. Make a long list of all the results you want in the job.

Section 2. Refine the list so each result passes the SMART test: Specific, Measurable, Achievable, Relevant and Time-bound. Often, this section makes the list shorter.

Section 3. Shorten your long list still more, until you have the top Five Results that define success in the job. You can have more than five if you like, but you must base your hire on the Five Results. Use the bonus filter to help shrink the list. Ask yourself, "Would I pay a bonus for this result?"

These 25 Natural Abilities are all you need for most hires. Behavior is observable; the three “B’s” under each definition describe the behaviors you’ll see when someone has that natural ability in abundance. Use this list to identify the natural abilities most likely to deliver the Five Results that define success in the job.

1. Building Relationships: Engages with people consistently and promotes trust

- B - Initiates and develops business relationships in positive ways
- B - Works successfully with a wide range of people at different levels
- B - Communicates with clarity, consideration and understanding

2. Conceptual Thinking: Analyzes hypothetical situations or concepts to compile insights

- B - Forecasts long-range outcomes
- B - Develops business strategies
- B - Identifies, evaluates and communicates potential impacts of hypothetical situations

3. Conflict Resolution: Constructively resolves different points of view

- B - Faces difficult issues with objectivity
- B - Considers all opinions and facts before drawing conclusions
- B - Identifies and negotiates appropriate solutions for volatile situations

4. Creativity: Produces original or unusual ideas to create something new

- B - Uses imagination and original ideas to solve problems and deliver results
- B - Acts outside common practices and systems
- B - Delivers results with new or uncommon solutions and applications

5. Customer Focus: Consistently places a high value on all issues related to customers

- B - Listens to, understands and responds to customer feedback
- B - Anticipates customer needs and takes appropriate steps
- B - Fulfills promises and commitments made to customers

6. Decision-making: Analyzes information and data to make objective decisions

- B - Makes decisions impacting strategic outcomes effectively.
- B - Acts on decisions in a prompt manner
- B - Makes unpopular and difficult decisions when necessary

- 7. Developing Others:** Takes a lead role in the growth and development of others
- B - Allocates time to train, coach and develop others
 - B - Works with others to accommodate their individual learning styles
 - B - Creates and completes trainings for others
- 8. Diplomacy And Tact:** Engages with others fairly, regardless of personal bias or beliefs
- B - Treats others fairly to maintain positive relationships
 - B - Shows respect equally for all
 - B - Communicates with objectivity and concern for all involved
- 9. Drive To Win:** Is compelled to deliver results that are better than others'
- B - Works to develop new skills and plans to overachieve
 - B - Takes on extra work and responsibilities
 - B - Continually sets own goals higher
- 10. Empathy:** Senses and accurately interprets others' feelings
- B - Acts with understanding of how own actions affect others
 - B - Listens with focus and attention
 - B - Speaks and acts with sensitivity
- 11. Flexibility:** Reacts quickly, with low resistance, when change is required
- B - Modifies behavior productively when change occurs
 - B - Multi-tasks with ease, delivering successful outcomes
 - B - Changes the way of doing things with minimal resistance
- 12. Focus On Details:** Achieves thoroughness and accuracy when accomplishing a task
- B - Provides accurate, consistent reporting
 - B - Checks all work consistently
 - B - Focuses on the smallest parts of any task
- 13. Goal Achievement:** Establishes objectives and goals that are achievable
- B - Creates and executes tasks and milestones to deliver the required results
 - B - Promptly takes actions toward achieving goals without resistance
 - B - Fulfills goals despite challenges or obstacles

- 14. Leadership:** Organizes and motivates others toward goals with order and clear direction
- B - Inspires others with a powerful view of the future
 - B - Delivers results by enabling others
 - B - Offers definition, support, organization and direction to others

- 15. Objective listening:** Welcomes many points of view without prejudice or unfairness
- B - Asks for others' point of view and listens without interrupting
 - B - Attentive to others and shows interest
 - B - Verifies understanding and demonstrates care and concern

- 16. Ongoing Learning:** Consistently learns and implements new ideas and methods
- B - Improves own understanding, expertise and performance through learning
 - B - Continually learns and researches new business skills and information
 - B - Puts newly acquired skills and knowledge into action

- 17. Planning And Organizing:** Establishes methods and systems to deliver outcomes
- B - Creates plans and takes action needed to deliver results
 - B - Executes plans and changes them when necessary
 - B - Focuses on detail and organization to deliver required results

- 18. Personal Accountability:** Takes responsibility for own actions and sets performance standards
- B - Tracks own performance
 - B - Does not blame others
 - B - Acknowledges all evidence and facts

- 19. Persuasion:** Influences others' actions or thinking to bring about a different point of view
- B - Gets promises from others to deliver necessary outcomes
 - B - Considers others' opinions and enables them to act on alternatives
 - B - Convinces others to change their decision, in a positive manner

- 20. Problem Solving:** Develops a solution after identifying the cause or source of a problem
- B - Applies analysis and objectively looks at data to solve problems
 - B - Simplifies complicated issues to gain understanding of entire problem
 - B - Impartially chooses a variety of options

21. Resiliency: Bounces back rapidly from difficult situations and personal challenges

- B - Delivers results despite challenges and obstacles
- B - Accepts critical feedback with objectivity and personal accountability
- B - Moves ahead despite unexpected challenges with little delay

22. Results Focus: Holds and maintains focus to deliver results

- B - Eliminates obstructions to deliver results
- B - Creates and follows through by developing plans and processes
- B - Keeps all commitments to deliver results

23. Self-management: Completes outcomes to deliver results on deadline

- B - Autonomously focuses on delivering results using the most effective means
- B - Prioritizes and maintains activity without supervision
- B - Ignores disruptions and challenges to deliver results on time

24. Self-starter: Preserves momentum without supervision

- B - Autonomously completes projects to deliver results
- B - Needs little or no supervision to maintain focus
- B - Maintains business flow with no external input or direction

25. Teamwork: Cooperates with others to meet objectives, ignoring own needs

- B - Contributes willingly and effectively to team outcomes
- B - Creates rapport and trust with each member of the team
- B - Advocates for other team members and supports team decisions

DETERMINE THE NATURAL ABILITIES MOST LIKELY TO DELIVER THE FIVE RESULTS

Section 1: List the Five Results that define success in this job:

- 1.
- 2.
- 3.
- 4.
- 5.

Section 2:

Step A: Choose the Ten Natural Abilities most likely to deliver the Five Results. No priority order needed.
Use the Master List of Natural Abilities as your guide. Ignore frequency and failure spaces until Step B (next page).

| | Frequency | Failure | Total |
|-----|-----------|---------|-------|
| 1. | _____ | _____ | _____ |
| 2. | _____ | _____ | _____ |
| 3. | _____ | _____ | _____ |
| 4. | _____ | _____ | _____ |
| 5. | _____ | _____ | _____ |
| 6. | _____ | _____ | _____ |
| 7. | _____ | _____ | _____ |
| 8. | _____ | _____ | _____ |
| 9. | _____ | _____ | _____ |
| 10. | _____ | _____ | _____ |

Step B: Now, narrow the list to the Five Natural Abilities most likely to deliver the Five Results. Start by scoring each ability you listed on the previous page, using the the frequency and failure questions on the right hand side. As you apply scores, you must consider the Five Results individually and as a group. Here's how to score:

Frequency: For each natural ability, ask yourself "How often will the person in this job need that ability in order to deliver the Five Results?" Enter the score in the space provided on the previous page.

Frequency Score: 1 = Rarely 2 = Occasionally 3 = Monthly 4 = Weekly 5 = Daily

Failure: For each natural ability, ask yourself "Will the person in this job fail to deliver the Five Results if they don't have this ability?" Enter the score in the space provided on the previous page.

Failure Score: 1 = No 2 = Not likely 3 = 50/50 4 = Most likely 5 = Yes

Step C: Add the frequency score and failure score for each natural ability, and circle the five highest scores. These are the Five Natural Abilities most likely to deliver the Five Results!

Section 3: The Five Natural Abilities Most Likely to Deliver the Five Results:

- 1.
- 2.
- 3.
- 4.
- 5.

STEP 2: ABILITIES

HOW TO IDENTIFY THE FIVE NATURAL ABILITIES MOST LIKELY TO DELIVER THE FIVE RESULTS

Use the ABILITIES Worksheet in the Playbook. Be sure to complete all sections.

Remember these rules:

1. Hire for natural abilities and skills, not one or the other.
2. Apply the frequency and failure filters.

Natural abilities are the talents you're born with. Skills are learned. Screening for natural abilities helps you hire the right person for the right job. It's easy to see natural abilities like singing, painting or throwing a football. There are others that are nearly as obvious if you look for them, like organizing, planning, empathy, persuasion, problem-solving, managing details or taking charge.

Talent scouts in professional sports look for natural ability first. Then they add coaching and training to help athletes develop great skills. Hire for natural abilities and skills, not one or the other.

Use the **Master List of Natural Abilities**. Each one includes a definition, plus three behaviors that you'll see when someone has an abundance of that ability.

THE ABILITIES WORKSHEET

Section 1. List the Five Results that define success in this job (you listed these in Step 1).

Section 2. Step A: Choose ten natural abilities that jump out at you for this job -- the ones most likely to deliver the Five Results. Use the **Master List of Natural Abilities** for ideas. No priority order is needed.

Step B: Shorten the list to the Five Natural Abilities most likely to deliver the Five Results. Use the frequency and failure filters to help you.

Start with the frequency filter and ask:

How often will the person in this job need that ability to deliver the five results?

Score each of the five abilities on your list as follows:

Rarely = 1 Occasionally = 2 Monthly = 3 Weekly = 4 Daily = 5

Next, apply the failure filter and ask:

Will the person in this job fail to deliver the five results if they don't have this ability?

Score each of the five abilities on your list as follows:

No = 1 Not Likely = 2 50/50 = 3 Most Likely = 4 Yes = 5

Step C: Total the frequency and failure score for each natural ability and circle the five highest, total scores.

Section 3. List the Five Natural Abilities most likely to deliver the Five Results.

These categories incorporate the majority of tasks and responsibilities required in most jobs, though the list is not complete. Duplication is included deliberately to help you choose and customize. Make sure your list is job-specific. The tasks and responsibilities you select for this job (about ten) should describe how the employee will spend 75% of their time each week.

| GENERAL EMPLOYMENT | BUSINESS DEVELOPER | ADMIN ASSISTANT | MANAGEMENT |
|------------------------------------|---------------------------------------|---|----------------------------------|
| Define/manage projects | Identify new prospects | Use specialized software | Hire new employees |
| Create revenue estimates | Get appointments with decision makers | Manage calendars for others | Create performance profiles |
| Project /manage expenses | Create custom programs or promotions | Schedule meetings and appointments | Evaluate others' work |
| Solve customers' problems | Write proposals | Prepare others for meetings | Deliver feedback to others |
| Provide customer updates | Present proposals | Complete expense reports | Terminate employees |
| Provide internal updates | Persuade customers to buy | Book travel | Define/manage project objectives |
| Present reports to management | Write orders | Plan meetings | Create revenue estimates |
| Collaborate on a team | Write contracts | Take minutes or notes | Project/manage expenses |
| Develop a scope of work | Price a product or service | Answer and direct phone calls | Solve customers' problems |
| Assess risk | Create revenue estimates | Respond to and write emails | Create financial reports |
| Troubleshoot what might go wrong | Close business | Update/maintain policies and procedures | Write reports |
| Create processes and systems | Manage expenses | Order supplies | Price a product or service |
| Implement processes and systems | Train and develop others | Research new suppliers | Create revenue estimates |
| Develop corrective plans | Create new initiatives | Maintain contact lists | Manage expenses |
| Create timelines and deadlines | Planning and organizing | Provide general support to visitors | Hold others accountable |
| Create GANT charts | Delegate effectively | Act as the point of contact for guests | Train and develop others |
| Manage or use specialized software | Negotiate contracts with vendors | Resolve requests and questions | Conduct performance reviews |
| Create financial reports | | Manage or use specialized software | Write performance reviews |
| Gather data | | | Create new initiatives |
| Write reports | | | Help others set career goals |
| Planning and organizing | | | Motivate people |
| | | | Delegate effectively |
| | | | Create compensation plans |
| | | | Manage P&L statement |
| | | | Strategic planning |
| | | | Lead and manage change |
| | | | Negotiate contracts with vendors |

The following is a partial list of general skills that may be applicable to the job you're filling. As you complete the Performance Profile, draw from this list or write your own, so that your list (maximum of ten) shows the specific skills most likely to deliver the Five Results. As you apply scores, you must consider the Five Results individually and as a group.

The first eleven items show you how one might customize a skill from the list to be more specific to the needs of the job. During the job interview, you'll ask candidates (repeatedly) to describe how they use their skills to drive their success.

SKILL**EXAMPLES & SPECIFICS**

| SKILL | EXAMPLES & SPECIFICS |
|---|--|
| 1. Set goals | Set goals to achieve revenue targets |
| 2. Write well | Write emails, letters, proposals well |
| 3. Negotiate | Negotiate with vendors, other departments, customers |
| 4. Organize yourself | Organize yourself using specific plans and systems, such as: |
| 5. Organize others | Organize others to hit deadlines, complete work error-free |
| 6. Create a strategic plan | Create a strategic plan to deliver the production goals |
| 7. Use software | Use Excel, Word, Outlook, PowerPoint, Basecamp, Google Docs |
| 8. Create a training program | Create a training program for project managers, business developers |
| 9. Develop others | Develop others to deliver their top 5 results |
| 10. Motivate others | Motivate others to collaborate, contribute and offer ideas |
| 11. Administration | General office skills such as calendar, travel, organization, follow-through |
| 12. Sales | |
| 13. Deliver training | |
| 14. Project management | |
| 15. Technical (be specific) | |
| 16. Engineering | |
| 17. Estimate revenue | |
| 18. Manage expenses | |
| 19. Create compensation plans | |
| 20. Hold others accountable | |
| 21. Speak/read/write in a second language | |
| 22. Set goals | |
| 23. Solve business-specific problems | |
| 24. Manage a P&L statement | |
| 25. Administer performance reviews | |
| 26. Coaching others | |
| 27. Quality control | |

CONGRATULATIONS! You've gotten this far, so here's a bonus: the **MASTER LIST OF LIFE SKILLS**. Everyone should know how to:

1. Boil pasta
2. Perform CPR
3. Use a fire extinguisher
4. Tell a joke
5. Remember names
6. Apologize
7. Be polite
8. Get a good night's sleep
9. Fight fair
10. Comprehend what you read
11. Perform the Heimlich maneuver
12. Delegate
13. Drive a stick
14. Ride a bike
15. Make a new friend
16. Speak in public
17. Be a good listener
18. Save money
19. Make small talk
20. Play one card game well
21. Order wine
22. Make a good first impression
23. Arrive on time
24. Make a little kid laugh
25. Be a good judge of character
26. Give a compliment
27. Accept a compliment
28. Judge yourself by your own yardstick
29. Do laundry so the whites don't turn pink
30. Ask for help
31. Make your bed
32. Admit mistakes
33. Be generous
34. Be a good kisser
35. Care for a pet

EVERYTHING NEEDED TO DELIVER THE FIVE RESULTS

JOB TITLE: _____

HIRING MANAGER: _____

Section 1. Job Summary. *List the reasons the job exists, in three sentences or less.*

Section 2. Company Overview. *List the key facts a candidate should know, in three sentences or less.*

Section 3. The Five Results That Define Success In This Job. *Each one must pass the S-M-A-R-T test.*

- 1.
- 2.
- 3.
- 4.
- 5.

Section 4. The Five Natural Abilities Most Likely To Deliver The Five Results: (use the **Master List Of Natural Abilities**).

- 1.
- 2.
- 3.
- 4.
- 5.

Section 5. The Skills Most Likely To Deliver The Five Results. *List a maximum of ten.* (use the **Master List Of Business Skills**).

- | | |
|----|-----|
| 1. | 6. |
| 2. | 7. |
| 3. | 8. |
| 4. | 9. |
| 5. | 10. |

Section 6. Tasks/Job Responsibilities Most Likely To Deliver The Five Results. *List a maximum of ten.*

| | Average Weekly Time Estimate |
|-----|---|
| 1. | _____ |
| 2. | _____ |
| 3. | _____ |
| 4. | _____ |
| 5. | _____ |
| 6. | _____ |
| 7. | _____ |
| 8. | _____ |
| 9. | _____ |
| 10. | _____ |
| 11. | _____ |
| 12. | _____ |
| | Total: _____ |

Section 7. Additional Requirements And Necessary Information. *You may include education, geography, experience, certifications, reporting structure, org chart, work schedule, travel, health benefits, compensation, etc.*

Section 8. Manager Statement. *You may include the company philosophy, vision, career possibilities, communication style, company culture, special knowledge or other requirements*

STEP 3: PERFORMANCE PROFILES

HOW TO CREATE ONE CONCISE DOCUMENT THAT INCORPORATES EVERYTHING NEEDED TO DELIVER THE FIVE RESULTS

Use the PERFORMANCE PROFILE Worksheet in the Playbook. Be sure to complete all sections.

Remember these rules:

1. Stop writing job descriptions and start creating Performance Profiles.
2. Use time estimates to keep Performance Profiles cemented in reality.

Job descriptions won't help you hire the right person because mostly, they're just long descriptions of the person you hope to hire. Usually, they're missing the most important element -- results.

Use the **Master List of Tasks and Responsibilities** and the **Master List of Business Skills**. These guides make it easy to create a Performance Profile for every new hire.

Section 1. Write a Job Summary. List the reasons the job exists, in three sentences or less.

Section 2. Write a Company Overview. List the key facts candidates should know, in three sentences or less.

Section 3. List the Five Results that Define Success in this job. You listed these in Step 1.

Section 4. List the Five Natural Abilities most likely to deliver the Five Results. You listed these in Step 2.

Section 5. Use the **Master List of Business Skills** to choose the ones needed to deliver the Five Results. Choose a maximum of ten.

Section 6. Use the **Master List of Tasks and Responsibilities** to choose the ones required to deliver the Five Results. Choose a maximum of ten. Include time estimates and keep them cemented in reality.

Section 7. List additional requirements and necessary information such as education, geography, org chart, experience, certifications, reporting structure, work schedule, travel, benefits, compensation, etc.

Section 8. Write a Manager Statement. This can include your philosophy and vision for the role, the company culture and mission, career possibilities, special knowledge or expertise required, and anything else that offers a complete picture of the role and requirements.

Checking references is essential. When you don't do it, the only information you have about your candidate comes from your candidate. Often, references aren't contacted due to the belief that "references are friends who will praise the candidate." That's often true, so it's on you to skillfully extract the answers you need. Keep in mind that speaking with you is not the reference's highest priority. You might only get 15 minutes of their time, so you must be "surgical."

PREPARATION

Ask finalist candidates to provide the following:

- Five to ten references who will talk about them candidly. You'll want a cross-section of current and past bosses and other managers, peers, co-workers and when appropriate, customers
- A brief description of their working relationship (role, length of time, etc.) with each reference
- Complete contact information for each reference, including email, phone number(s), and (where appropriate), their assistant's contact details, too
- Confirmation that they've told their references to expect your call

Review the material you've prepared, including:

- The Five Results that define success in this job
- Rapid Hiring Scorecard
- Performance Profile
- Interview notes related to the candidate

Prepare job-specific and person-specific questions to ask the reference, in writing:

- Narrow your list to ten questions, keeping in mind the answers you need most of all.
- Prepare your questions in writing.

THE CONVERSATION

- Extend a sincere thank you. Introduce yourself warmly.
- Ask how much time they've allowed for the call. Take notes (or have someone else take notes).

SAMPLE SCRIPT FOR INTRODUCING YOURSELF TO REFERENCES

Sally Salesperson is a finalist for this job. We are impressed! We believe she has the right talent, abilities and skills to be very successful. We think our culture will be a good fit for her and we are close to offering her the job. Here at OUR COMPANY employment is a 50/50 partnership. We believe Sally can deliver the results we need and we want to help her grow, both personally and professionally. Our top priority is to give Sally what she needs to exceed her own expectations.

Everyone has weaknesses. I need to know about Sally's to be sure I can support her in the best possible way. I hope you will be candid. Learning more about her weaknesses WILL NOT PREVENT ME FROM HIRING HER. It's very clear that her talents are far greater than her weaknesses.

INTERVIEW QUESTIONS TO ASK REFERENCES

Questions should be specific about the job and the person. Ask for stories and examples that describe the candidate's past successful behavior. Ask repeatedly, "Can you tell me more about that?" Your goal is to get answers that are specific.

QUESTIONS

1. What are Sally's top three strengths?
2. Can you tell me about an impressive sale Sally delivered?
3. Did Sally ever challenge you (boss, other manager, peers)?
4. How does Sally organize her day and her work?
5. Can you think of a time when Sally didn't follow through?
6. Tell me about her persuasion skills with clients, you and others?
7. In what area(s) did Sally need the most support from you or others?
8. Please tell me how Sally handles criticism?
9. In what ways is Sally a skilled communicator?
10. What will you (do you) miss about Sally at work?

PURPOSE

- General
- Closing skill & persuasion
- Courage
- Planning, self-motivation
- Follow - through
- Persuasion & communication
- General
- Personal accountability
- Communication
- General

BONUS QUESTIONS:

- If I remember only one thing from our call, what should it be?
- What is the one thing I should do consistently to help Sally succeed?

These questions apply to almost any job. A natural ability is indicated on the right, but most questions can be asked in a way that reveals more than one natural ability.

You can start most interview questions using this format, “Can you tell me about a time when you _____”?
Keep it interesting with other ways to ask it: “Can you _____? Describe a situation...” or “Share an example...” or “Describe a time when...”
or “Relate a story...” or “Explain how you...” or “Tell me how you handled...” or “Talk about why you...” Then you can follow with questions like
“What did you do then?” or “What did you say next?”

TOP 50 QUESTIONS:

Can you tell me about a time that you...

NATURAL ABILITY

| | |
|---|--------------------------------------|
| 1. Worked effectively under pressure? | Handling pressure |
| 2. Handled or managed a challenging situation? | Handling pressure |
| 3. Dealt with a mistake you made – or that someone else made? | Personal accountability |
| 4. Set goals for yourself or others? | Setting goals |
| 5. Managed a change? | Flexibility |
| 6. Achieved a goal? | Competition and drive |
| 7. Made an unpopular decision? | Self-esteem |
| 8. Received critical feedback from your boss? | Handling criticism |
| 9. Had to give criticism, or disagreed with your boss/peers? | Communication & delivering criticism |
| 10. Worked on a team? | Teamwork |
| 11. Worked with someone who was not a good fit with you? | Teamwork |
| 12. Motivated yourself? | Motivation |
| 13. Motivated others? | Leadership |
| 14. Solved a problem? | Problem-solving |
| 15. Managed conflicting priorities? | Organization |
| 16. Organized yourself and your work | Organization |
| 17. Worked on multiple projects? | Multi-tasking |
| 18. Convinced others to work on something they weren't crazy about? | Persuasion/leadership |
| 19. Worked on something you didn't like or believe in? | Commitment |
| 20. Missed a deadline? | Deadlines |
| 21. Didn't listen? | Listening |
| 22. Handled a situation with an angry customer, vendor, co-worker? | Conflict resolution |
| 23. Faced a conflict? | Conflict resolution |
| 24. Were caught off guard by a change of the rules? | Managing change |
| 25. Made a presentation to a group, or a customer? | Communication |
| 26. Were tightly (or loosely) managed? | Independence |
| 27. Solved a problem for a group, another or yourself? | Conflict resolution |
| 28. Calmed an angry customer? | Empathy |
| 29. Had to do routine or monotonous tasks? | Patience or process orientation |
| 30. Felt embarrassed or regretted something? | Self-esteem |
| 31. Took charge of a situation that wasn't "yours"? | Leadership |
| 32. Had to respond quickly to a problem by coming up with a plan to fix it? | Problem solving |
| 33. Solved a problem by coming at it from a different angle? | Creativity |
| 34. Altered a project in mid-stream? | Flexibility |
| 35. Created a long-range plan? | Strategic thinking |
| 36. Got the job done? | Reliability or perseverance |
| 37. Solved a problem by doing research? | Uncovering new solutions |

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| | |
|---|-------------------------|
| 38. Felt upset in front of others? | Emotional control |
| 39. Persisted, despite criticism? | Resiliency |
| 40. Performed to a set of standards? | Meeting standards |
| 41. Accomplished a goal based on personal motivation? | Personal motivation |
| 42. Created a system or process? | Planning and organizing |
| 43. Pulled together all the parts of a problem to solve it? | Practical thinking |
| 44. Managed a project? | Project management |
| 45. Saw a problem before anyone else saw it? | Proactive thinking |
| 46. Missed a deadline because the work wasn't good enough? | Setting standards |
| 47. Skipped a personal event to remain at work? | Self-management |
| 48. Saw a possibility that others didn't see? | Future thinking |
| 49. Uncovered mistakes that others missed? | Focusing on details |
| 50. Defended yourself in front of others? | Personal courage |

“OTHER” QUESTIONS

While these questions are not as tightly focused as those in the Top 50, they offer insight into the candidate and keep the conversation going:

1. What do you LOVE about your current (or recent) job?
2. Tell me something that you HATE, or that is difficult for you?
3. Share a compliment from a boss that made you feel great.
4. What is a (recent) criticism you received from a boss?
5. What did you do about it?
6. What advice would you give your boss?
7. What advice would you give the CEO?
8. What is your definition of “company culture”?
9. Define the culture you are seeking in your next job.
10. Have you ever worked for a great boss? How did they earn that title?
11. What was your worst boss like? How did they earn that title?
12. Tell me about one of your top talents, and how you applied it.
13. Tell me about one of your weaknesses, and how you manage it.
14. Brag about an achievement or accomplishment of yours. Go big!

CREATIVE OR UNEXPECTED QUESTIONS

These questions sound lighthearted, but they can give you a look into the real person instead of their ‘interview persona.’

1. What do you like to watch on TV?
2. Tell me something about your last job, other than money, that would have inspired you to remain there?
3. What is your “secret desire job”? Or -- What job would you like to do instead of this one?
4. If I were to hire you and grant you three promises with regard to working here, what would you like them to be?
5. What inspires you?
6. Teach me something I don't know in the next five minutes.
7. What are you “known for” among your friends and family?
8. What's the most interesting thing about you that we wouldn't learn from your resume?
9. To a managerial candidate: Think about someone who likes working for you. What would they say about you, in three sentences or less?
10. To a managerial candidate: Think about someone who does not like working for you. What would they say about you, in three sentences or less?

BEHAVIORAL INTERVIEW QUESTIONS TO HELP YOU HIRE THE RIGHT PERSON

Use the Master List of Behavioral Questions and the completed Performance Profile to help you select 20 questions. Make them job-specific, whenever possible. Candidates should describe their past successful behavior in detail. Ask repeatedly, "Can you tell me more about that?" They should talk 75% of the time. Use the Rapid Hiring Scorecard to evaluate candidates during the interview. Take notes.

CANDIDATE: _____ **DATE:** _____

INTERVIEWER: _____ **JOB TITLE:** _____

Section 1: Ask some general and factual questions about current and past employment, education, hobbies etc. You might ask a few "light" personal questions. Put them at ease; this is a conversation, not an interrogation.

Section 2: Behavioral Interview Questions for this job:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.

10.

11.

12.

13.

14.

15.

16.

17.

18.

19.

20.

Section 3: Questions from the "OTHER" list. *These are optional.*

Section 4: Questions from the "CREATIVE" List. *These questions are optional.*

STEP 4: INTERVIEWS

HOW TO ASK BEHAVIORAL INTERVIEW QUESTIONS TO HIRE THE RIGHT PERSON FOR THE RIGHT JOB

Use the INTERVIEWS Worksheet in the Playbook. Be sure to complete all sections.

Remember these rules:

1. Use Behavioral Interviewing.
2. Focus on past behavior and achievements.
3. Use the Rapid Hiring Scorecard as you interview.
4. Speak to a minimum of five references.
5. Spend at least of ten hours with finalists.

How do you know if someone can really do the job, and whether they've achieved everything they claim? Behavioral interviewing is a method that requires candidates to describe their past behavior and achievements, which are the best predictors of *future* performance. Behavior is always observable, and consists of only two elements -- what a person does and what a person says.

When you use behavioral interviewing, don't ask hypothetical questions. We all imagine ourselves succeeding in the future, never making mistakes or failing. So if you ask questions that start with "What if..." or "How would you..." you'll be likely to get textbook answers. That won't help you understand how the person is likely to perform in this job.

Candidates should tell stories and give specific examples of their achievements and past behavior. They should describe in detail what they've done and said in the past. Don't settle for vague or general answers. Ask repeatedly, "Can you tell me more about that?" so that you can hear multiple examples of their achievements. As you shape your questions, always keep your focus on the Five Results that define success in this job.

THE INTERVIEW WORKSHEET

Section 1. Ask some general and factual questions about current and past employment, education, hobbies, etc. Then ask a few "light" personal questions. This is a conversation, not an interrogation.

Section 2. Use the **Master List of Behavioral Interview Questions** to choose the right ones for this job.

Section 3. Select questions from the "Other Questions" list; this is optional.

Section 4. Select questions from the "Creative Questions" list; this is optional.

IMPORTANT:

1. Use the **Rapid Hiring Scorecard** as you interview.
2. Be sure to check references and speak to at least five. Use the **Guide for Checking References**.

On the first day of training camp a lot of athletes aren't exactly ready for prime time. They're a little overweight, kinda slow and it's the coach's job to get them ready for a winning season. That's why it's called pre-season, and the public isn't even allowed to watch them play for about 6 weeks!

When your new hire shows up for their first day they're expected to start delivering results A-S-A-P! You have to develop and deliver a great onboarding plan to get them in shape and off to a fast start because here's what's working against you:

- It takes an average of eight months for a new employee to become 100% productive.
- 49% of millennials say they were onboarded poorly into their current job.
- 21% of companies (large and small) have formal onboarding plans in place for new hires.

1. Create the roadmap. Have you ever tried picking up a new skill like learning new software or a new process? You don't become an expert right away. Break down the learning process into bite-size increments to enable your new hire to focus on learning and practicing skills in the right sequence.

2. It's an Action plan not an Understanding plan. A great onboarding plan details only what the new hire will do... not what they will learn, know, think or believe.

3. Set clear expectations. An onboarding action plan clearly communicates the onboarding stages. They'll understand where they'll start, where they're going and what they'll learn along the way.

4. Involve others. Get recommendations from department heads and employees who interact with the new hire frequently. You need their feedback to create the onboarding plan with you.

5. Build in accountability. Meet every Friday with the new hire. Hold yourself accountable for their progress.

6. Develop three 90-day segments in the onboarding plan. Include measurable performance milestones to be achieved weekly. (Rinse and repeat #5).

By day 30: This is the ramp-up phase; they meet key people, gain an overview of systems and processes, get the company culture, learn the product knowledge and clarify performance expectations.

By day 60: Individual achievements kick in and the new hire begins to take ownership of their own progress and performance. Guidance from management becomes limited. They take on specific responsibilities and begin to work across teams. Product knowledge should be completed.

By day 90: The training wheels come off. Guidance settles into the "norm". Full ownership of performance is in place.

Yes, this is a lot of detail.... nerdy, even. But it's worth it! Develop and deliver a great onboarding plan and your new hire will deliver the results you need.

DEVELOP AND DELIVER A 90 DAY ROADMAP

Congratulations! You've hired the right person for the right job. Before they can begin to deliver the Five Results that define success in the job, you'll need to deliver a great onboarding plan to serve as a roadmap for their first 90 days. In every section, focus on what they must be able to do, month-by-month and week-by-week.

90 DAY ONBOARDING PLAN

CANDIDATE: _____ JOB TITLE: _____

DAY 1 DATE: _____ DAY 90 DATE: _____

Section 1: List everything (NEW HIRE) is expected **TO DO** by the end of their first 90 days. Don't prioritize yet. This is a list of outcomes and DOING, not what they will learn or understand. Example, it's not: "Learn and understand the customer service software." Instead: "Demonstrate ability to use the customer service software at 100% capability." *List everything.*

Section 2: Organize and sequence the outcomes into three 30-day blocks. Mapping the outcomes by month helps ensure they'll hit the day 90 target.

| Day 1 - 30 | Day 31 - 60 | Day 61 - 90 |
|-------------------|--------------------|--------------------|
| | | |

Section 3: Map each week. Track their progress every Friday. Be sure to include learning and practice time, required weekly meetings, scheduled trainings, time with others and scheduled meetings with you. Be realistic.

ONBOARDING PLAN: 90 DAY MAP, WEEK BY WEEK

START DATE: _____ **END DATE:** _____

Week #1 **Friday:** _____

Week #2 **Friday:** _____

Week #3 **Friday:** _____

Week #4 **Friday:** _____

Week #5

Friday: _____

Week #6

Friday: _____

Week #7

Friday: _____

Week #8

Friday: _____

Week #9

Friday: _____

Week #10

Friday: _____

Week #11

Friday: _____

Week #12

Friday: _____

Week #13

Friday: _____

STEP 5: DELIVER

HOW TO DEVELOP AND DELIVER A GREAT ONBOARDING PLAN FOR NEW HIRES

Use the DELIVER Worksheet in the Playbook. Be sure to complete all sections.

Remember this rule:

1. Onboarding plans are a roadmap for what a new hire will DO in their first 90 days, not what they will learn or understand.

You've hired the right person for the right job. Now, it's time to develop and deliver a great onboarding plan. Your new hire first three months will go by in a flash and this battle-tested method ensures that they can start delivering results *fast*.

A great onboarding plan spells out what a new hire will DO in their first 90 days. It's not a list of "stuff" you want the new hire to understand or learn. Onboarding plans answer this question: "What will they be DOING by day 90?"

For example, don't put this in your plan: "Understand the customer software."
Instead, make that into something to DO: "Use the software to input customer information and all orders."

There's a lot of detail in developing and delivering a great onboarding plan, but it's the best way to ensure that your new hire can truly deliver the Five Results that define success in the job.

THE DELIVER WORKSHEET

Section 1. List everything the new hire is expected to DO by the end of their first 90 days, not what they will learn or understand. Be specific. There's no need to prioritize. List *everything*.

Section 2. Create a logical sequence for your list and divide it into three 30-day blocks. This maps what they will be DOING at 30, 60 and 90 days.

Section 3. Scrutinize your 30, 60, and 90-day outcomes. Map them weekly. Think logically and sequentially. Track their progress every Friday. Be sure to include time for training, learning, practice, observation, meetings, travel and time they'll spend with others as they onboard.

Remember, great onboarding plans are flexible. As the weeks pass, the new hire should take ownership of their progress, excited to hit the weekly milestones. Adjust dates as needed but make sure the plan is always in place.