

Who: The A Method for Hiring

Webinar for:

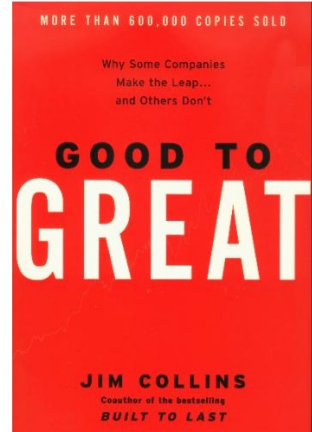


DUC IN ALTUM
SCHOOLS COLLABORATIVE

Introduction

The most important decisions that people make are not “what” decisions, but “who” decisions.

– Jim Collins, author of *Good to Great*



Cost of Mishires

- **50% of all hiring decisions are mistakes**, according to management guru Peter Drucker and others
- The average hiring mistake **costs 15x** that person's base salary
 - Hard Costs: Recruitment, compensation & benefits, severance
 - Soft Costs: Mistakes, missed opportunities, disruption, poor classroom experience, parental discontent, management time, impact to enrollment or development, etc.



- Symptoms of hiring mistakes include:
 - Not being able to rely on your team
 - Being too busy
 - Feeling a lot of stress
 - Being tired

Common Hiring Methods That Do Not Work

Check Those That
Apply to You

1. **The Art Critic.** Relying on gut instinct to make a snap judgment about a person.
2. **The Sponge.** Allowing everybody to interview a candidate, often in a “round-robin” format where everybody asks similar questions.
3. **The Prosecutor.** Attempting to trip candidates with trick questions and logic problems. (e.g. Why are man-hole covers round?)
4. **The Suitor.** Selling candidates on the opportunity rather than rigorously interviewing them.
5. **The Trickster.** Using gimmicks to test for certain behaviors. (e.g. throwing a wad of paper on the floor to see if a candidate is willing to clean it up).

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Common Hiring Methods That Do Not Work

Check Those That
Apply to You

6. **The Animal Lover.** Asking pet questions that lack relevance or any scientific basis.
7. **The Chatterbox.** Engaging in small talk and conversation while neglecting the interview itself.
8. **The Psychological and Personality Tester.** Allowing psychological tests to decide for you. *The Handbook of Industrial/Organizational Psychology* recommends against using these types of tests for executive selection decisions because they are easy to fake and are not predictive of success on the job.
9. **The Aptitude Tester.** Using aptitude tests to decide for you.
10. **The Fortune Teller.** Asking forward looking questions, like “What *would* you do?” or “How *could* you handle that?”

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Purpose of this Webinar

- To improve your hiring success from 50% to 90% so you can enjoy more success.



ghSMART A Method for Hiring



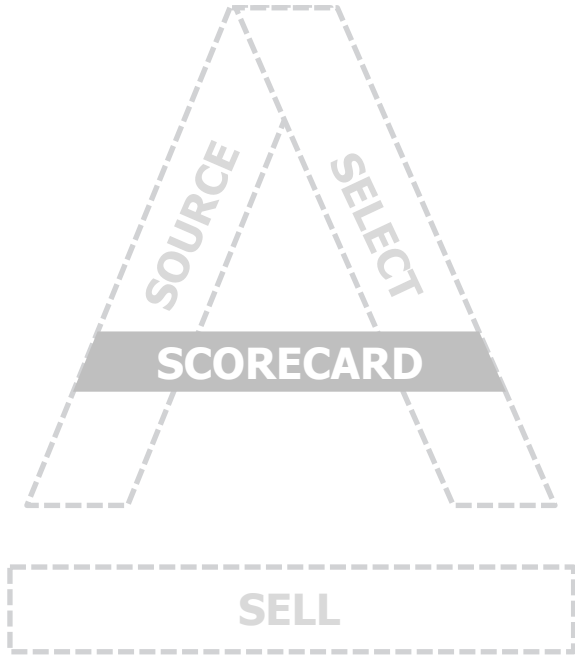
Scorecard: A document that describes exactly what you want a person to accomplish in a role.

Source: Generating a flow of the right candidates.

Select: A series of structured interviews that allow you to gather the relevant facts about a person so you can rate your scorecard and make an informed hiring decision.

Sell: An approach for persuading candidates to join.

Scorecard: A Blueprint for Success



A document that describes exactly what you want a person to accomplish in a role.

Defines the **mission, outcomes**, and **competencies** that define success in the role.

Scorecard: Which One Coach?

Option 1 - Job Description

- Fast, strong swimmer
- Experienced with all strokes
- Competitive
- Team player



Option 2 - Scorecard

- Win three or more gold medals in the Olympics across four or more strokes
- Break world and Olympic records in at least 60% of races
- Win and break records when swimming for team events



Scorecard Example: Mission

Mission for Head of School

About SCHOOL	SCHOOL is private, college-preparatory, independent day school for grades K-12. It offers a college-preparatory program for motivated students within a close knit and supportive community. The community endeavors to foster a lifelong love of challenge and learning in an environment of diversity and mutual respect, and to prepare adolescents to become individuals who are open-minded, curious, courageous, self-reliant and compassionate.
About ROLE	The Head of School must demonstrate strong leadership that inspires trust and credibility among students, parents, faculty, administration, alumni, donors, and the community at large. He or she must create a compelling vision that is shared and embraced by the entire community, and that facilitates clarity as the school refines its programs and operations. The Head of School must improve enrollment, tighten financial controls, and expand development. He or she must build a strong team of faculty and staff, and work collaboratively yet decisively with that team to balance tradition and progress. A successful Head of School must embody the school's values and demonstrate a passion for the uniqueness of the school. He or she must have an inherent love for students and know them all personally, while simultaneously building relationships and credibility with all other stakeholders in the community. The Head of School must unite the school around a common purpose and vision, leveraging the distinctive heritage, and building what should become the best private school in the country.

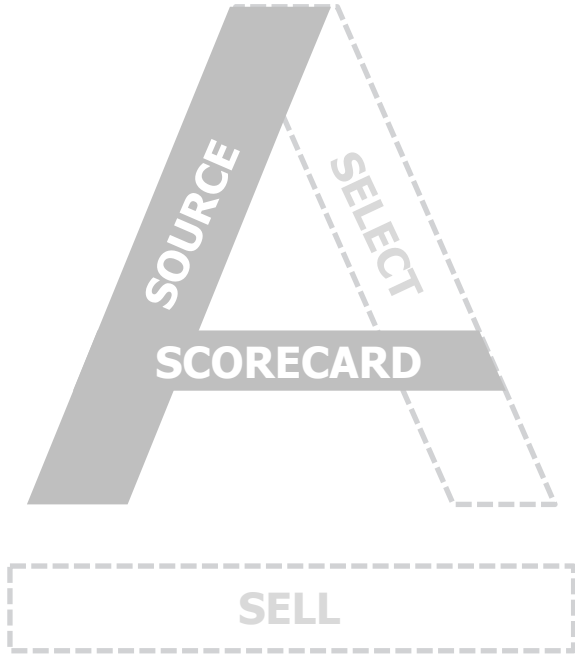
Scorecard Example: Outcomes

	Outcomes	Ratings and Comments
1	<u>Leadership:</u> Demonstrate strong leadership, academic credibility, and positive relationship building skills, earning >4.5 out of 5.0 on annual SCHOOL Community Survey for leadership.	
2	<u>Vision:</u> Create a shared vision that is embraced by the SCHOOL community to the point where people know it at a visceral level and can name core components on annual SCHOOL Community Survey.	
3	<u>Program:</u> Focus the program on what makes SCHOOL distinctive – what is core or could be core. Refine the program to play to SCHOOL strengths.	
4	<u>Enrollment:</u> Improve enrollment from ___ to ___ by ___, to the point where SCHOOL has a waiting list, with higher quality and more broadly diverse applicants.	
5	<u>Development:</u> Grow the endowment from ___ to ___ by ___, making SCHOOL fully self-sustainable within the 5.5% policy.	
6	<u>Faculty and Staff:</u> Build a team of >90% highly motivated, engaged “A Players” across faculty, administration, and staff by ___.	

Scorecard Example: Competencies

	Competencies	Ratings and Comments
1	Relationship building	
2	Inspires others and builds trust	
3	Possesses love for students	
4	Able to unite people around a common purpose	
5	Balances tradition with progress/change	
6	Is decisive and sets clear priorities	

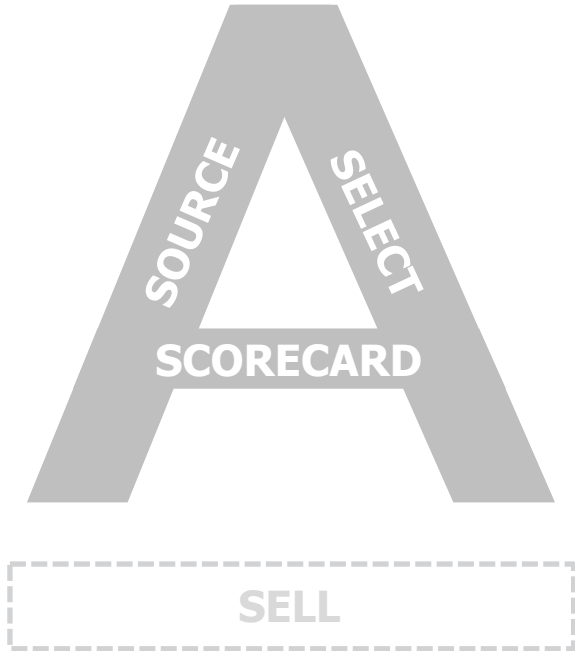
Source: Identifying Candidates



Generating a flow of the right candidates:

- Referrals
- Recruiters
- Researchers

Select: The Four Interviews



A series of structured interviews that allow you to gather the relevant facts about a person so you can rate your scorecard and make an informed hiring decision.

- Screening Interview
- **Who Interview™**
- Focused Interview
- Reference Interview

Select: The Who Interview

For each job (ideally the first job and every job from the last 15 years), ask:

1. What were you hired to do?
2. What accomplishments were you most proud of?
3. What were some low points during that job?
4. Who did you work with? (bosses, teams)
5. Why did you leave that job?

Select: Getting Curious

After a candidate answers one of the primary questions, get curious by asking a question that begins with “What?” or “How?” When you can’t think of a good question, simply say, “Tell me more!”

- What did you do?
 - How did it go?
 - What were the results?
 - What was the impact?
 - What else?
 - How did that feel?
 - Tell me more!
- What happened?
 - How did you respond?
 - What do you mean?
 - How long did that take?
 - What did your boss say?
 - How could you have done better?
 - Tell me more!

Select: Who Interview Demo



Who Demo (3 min)

Select: Analysis

Map data from the Interviews...

- I am proud of how I ran my class. It was important to be seen as a safe place you can call home. I was always accessible and available.
- I am most proud of inspiring kids to pursue their passions in humanities. I have a few who wrote me from college to say they became English majors because of our work together.
- I am very clear and transparent with my faculty colleagues. I am collaborative. I engage as many people as possible in a process.
- My predecessor just focused on marketing. They were left twisting in the wind. I came in and really brought management and structure and systems to help us function more efficiently.
- I was able to establish and implement an extracurricular candidate tracking program.
- I worked with one donor to secure \$10M.



Onto Scorecard

	Outcomes	Ratings and Comments
1	Leadership: Demonstrate strong leadership, academic credibility, and positive relationship building skills, earning >4.5 out of 5.0 on annual SCHOOL Community Survey for leadership.	A-
2	Vision: Create a shared vision that is embraced by the SCHOOL community to the point where people know it at a visceral level and can name core components on annual SCHOOL Community Survey.	B
3	Program: Focus the program on what makes SCHOOL distinctive – what is core or could be core. Refine the program to play to SCHOOL strengths.	B+
4	Enrollment: Improve enrollment from ___ to ___ by ___, to the point where SCHOOL has a waiting list, with higher quality and more broadly diverse applicants.	A-
5	Development: Grow the endowment from ___ to ___ by ___, making SCHOOL fully self-sustainable within the 5.5% policy.	A-
6	Faculty and Staff: Build a team of >90% highly motivated, engaged “A Players” across faculty, administration, and staff by ___.	A

	Competencies	Ratings and Comments
1	Relationship building	A
2	Inspires others and builds trust	A-
3	Possesses love for students	A
4	Able to unite people around a common purpose	B+
5	Balances tradition with progress/change	A-
6	Is decisive and sets clear priorities	B

Select: The 5Fs of Selling



Once you identify your candidate of choice,
consider the 5Fs of Selling:

Fit. Ties the company's vision, needs, and culture together with the candidate's goals, strengths, and values. *"Here is where we are going as a company, and here is how you fit in."*

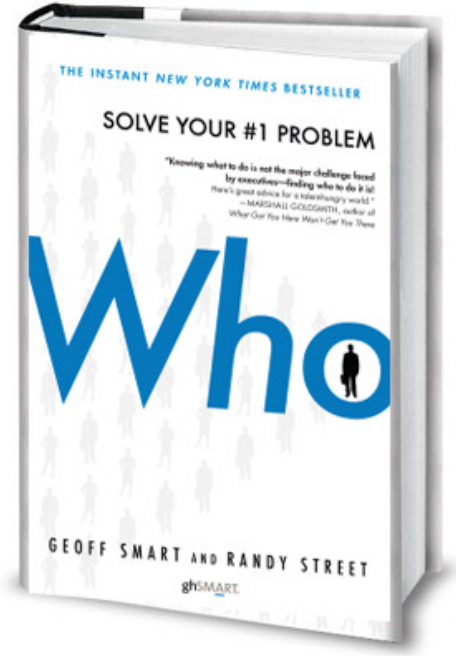
Family. Takes into account the broader trauma to the family of changing jobs. *"What can we do to make this change as easy as possible for your family?"*

Freedom. Is the autonomy the candidate will have to make his or her own decisions. *"I will give you ample freedom to make decisions, and I will not micromanage you."*

Fortune. Reflects the stability of your company and overall financial upside. *"Here's what you can make if you accomplish your objectives."*

Fun. Describes the work environment and personal relationships the candidate will make. *"I think you will find this culture one that you will really enjoy."*

For More Information...



Your Questions:

1. When hiring teachers with little or no experience, what should we look for? What are potential red flags?
2. What questions should you ask to guarantee the candidate is mission/vision aligned? Is it better to hire someone with experience who is misaligned, or no experience who is aligned?
3. How effective might implementing a personality survey be in the hiring process?
4. How do we avoid legal issues in hiring in our woke culture? What can/cannot be asked?
5. How effective are career sites (i.e. Indeed, etc.) really?
6. Looking to hear about upward dissent strategies when a key administrator seems to dominate the practice of hiring.
7. How can a Catholic school make itself more marketable to potential qualified hires in this economy, particularly given lower pay and challenging geographies?
8. What are the employer qualities that candidates look for in today's labor market?

ghSMART is the leading advisor on high stakes people decisions

- Founded in 1995 with focus on supporting investors, boards, and CEOs
- Over 26,000 C-suite leadership assessments (including >2K CEOs)
- Data-driven approach focused on how to achieve higher financial returns

- Mix of strategy consultants (i.e. McKinsey, Bain, BCG) and business psychologists
- We focus on leadership advisory and do not do any executive search
- 10 #1 rankings in Vault consulting categories including 'Best Boutique Firm'



- Assessment approach designed specifically for CEOs and their teams
- Best-selling books *Who*, *Power Score* and *The CEO Next Door* - built upon two decades of research and with >300,000 copies sold
- CEO Genome® insights featured on the cover of Harvard Business Review and in dozens of other articles over the last two years.



- Objective, data-driven assessment with 90%+ accuracy
- 97% high client satisfaction based on the last 10 years of semi-annual client surveys

We help boards, CEOs, and investors solve their most pressing executive leadership issues.



CEO



Executives



Top team



Organization



Board

Diagnosis

CEO succession

Understand the CEO or support selection of a new CEO against the organizational scorecard with objectivity, rigor, and a research-grounded approach

Leader assessment

Assess management team and new hires to support development and ensure an A player team is in place

Team PWR diagnostic

Identify strengths and gaps in the existing team, against the team's Priorities, Who (talent), and Relationships

Org PWR diagnostic

Understand strengths and development opportunities in the organizational priorities, talent, and culture

Board PWR diagnostic

Examine the level of alignment, role clarity, and trust and transparency amongst the board, CEO, and management team

Acceleration

CEO advisory

Support and advise the CEO across a range of key leadership decisions and challenges utilizing ghSMART principles and best practices

Leader development

Maximize executive performance through onboarding support and leadership coaching

Team effectiveness

Unlock team potential by aligning on priorities, clarifying roles and enhancing working relationships

Org effectiveness

Tackle organizational challenges in communication, talent development, role clarity, collaboration, coordination, and culture, including in M&A

Board effectiveness

Maximize board alignment for success, including preparing the board for exit or IPO

Randy Street



Randy Street is Vice Chairman of ghSMART, a leadership advisory firm whose mission is to use its expertise in human behavior to help CEOs, boards, and investors build valuable companies. He has advised leaders for over 30 years and regularly helps them build the teams they need to execute their strategies with confidence. He specializes in CEO succession, executive selection and development, management due diligence, and optimizing leadership teams to execute strategy.

Prior to becoming Vice Chairman, Randy served for 12 years as ghSMART's first Managing Partner. During that time, the firm grew tenfold while setting industry standards for client and team satisfaction. Forbes rated ghSMART one of America's Best Consulting Firms from 2017-2020, and Vault ranked ghSMART the #1 Boutique Consulting firm and nine other categories in 2023.

In collaboration with Geoff Smart, the firm's chairman and founder, Randy co-authored New York Times bestseller *Who: The A Method for Hiring* (Random House, 2008). Shanghai Daily named it a "Top 5 Best Book in China;" Canada's Globe and Mail named it the "#1 Best Business and Management Book of 2009;" and The Wall Street Journal named it a top seven "Best Advice" book for leaders in 2011. Randy also co-authored the Wall Street Journal bestseller, *Power Score: Your Formula for Leadership Success* (Random House, 2015).

Prior to joining ghSMART, Randy was the EVP of Sales & Marketing and EVP of Corporate Development & Strategy for EzGov, a software company that was named the fastest growing company in Atlanta during his tenure. Before that, Randy was a strategy consultant with Bain & Company where he led projects and advised senior executives of Global 1000 companies in a wide range of industries, including aviation, automotive, manufacturing, defense, and more.

Randy earned his MBA from Harvard Business School and a B.S. in Mechanical Engineering from Rice University. He and his wife live in Atlanta and have three daughters.

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