HIRING SMARTER

*Five Techniques To Improve
Your Recruitment Process*

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INTRODUCTION

Let's be brutally honest: **the traditional hiring process is a relic**, a cumbersome dance that too often leads to mismatched expectations and unfulfilled potential.

> It's high time we shifted the focus from ticking boxes to understanding the requirements for each role in your organization and **actually finding a match**.

This isn't just another hiring guide; it's a manifesto for those daring to demand more from their recruitment process. This guide will help you rise above the outdated rulebook penned by those who think a resume is the holy grail of candidate evaluation. Instead, you will understand the best way to uncover the real gems hidden beneath a well-polished list of previous experiences and educational accolades.

In these pages, you will be exposed to innovative strategies for not just filling a vacancy but also **elevating the way you execute your hiring process**. From the initial understanding of what your job requires to getting your new hires to peak productivity, you'll learn how to redefine success through five essential steps of the hiring process:

1 **Understand what the job (actually) requires.**

2 **Write compelling job ads.**

3 **Increase the efficiency of your phone screens.**

4 **Prepare leaders for interviews in 10 minutes or less.**

5 **Get new hires to productivity faster.**

So, to every leader out there looking to build a team that doesn't just fit their culture, but also gets to high performance, welcome. **You're in the right place**.

> **>> Read on to learn how to turn the hiring process on its head and find not just employees, but the RIGHT humans who will drive your organization to uncharted territories of success.** Prepare to be provoked, to think differently, and to ultimately lead with more than just your head, but with the science and data that helps you to measure how each candidate is unique.

UNDERSTAND WHAT THE JOB REQUIRES

The Prelude to Predicting Performance

The very first and foundational step in revolutionizing your hiring process is **understanding what the job truly requires**.

This isn't about a list of desired degrees or past job titles; it's about comprehending the hard-coded **fixed assets that will drive success in the role**. You'll be able to not just fill a position but to discover a match that fulfills the core needs of your organization.

WHY THIS MATTERS

Knowing precisely what a job entails goes beyond the surface level of words per minute and ability to lift 50 lbs. It's about diving deep into the behavioral and cognitive demands of the role, ensuring that the person who steps into it is not just capable, but **primed for high performance**. **This clarity aligns expectations and expedites the hiring process.**

THE SOLUTION: CRAFTING A JOB TARGET

A Job Target is not just a document; it's your compass in the hiring process. It outlines what you need from the role in question. Job Targets can be built easily with Predictive Index® (PI), but even if you don't have this software, you can still build a Job Target that serves as criteria to guide how to assess a candidate's fit in a role.

When building a Job Target, be sure to not just look at traditional metrics, but instead focus on what truly matters for performance and engagement—**the behaviors that a person must exhibit to thrive in the role** (i.e., dominance, extraversion, patience, and formality) and the **learning agility**—how quickly someone can learn new and different skills.

BENEFITS OF CREATING A JOB TARGET

Crafting a Job Target isn't just about meeting the immediate needs of a vacancy; it's also a strategic move that carries a multitude of benefits, transcending the traditional recruitment process in several impactful ways.

Align Leadership and Stakeholders

Establish a unified vision of the ideal candidate across all decision-makers by bringing together the key stakeholders for a particular role to quantify and agree on the fixed components—the behavioral traits and cognitive abilities—crucial for success in the role. Your outcome is creating **a clear, actionable profile that guides the recruitment process**, ensuring that all stakeholders are in sync with the characteristics sought in candidates. That way, stakeholders are not using different criteria to assess the success of candidates in this role.

Look Beyond the Resume

Shift focus from historical data to potential for future success. An **FSU Meta Analysis** found that prior job experiences were not an accurate predictor of future success. **Resumes are historical documents, not predictors of future performance**. Instead, your Job Target will help you to identify traits that indicate a candidate's capability to excel in the specific role and environment. So, begin with a Job Target to create a selection process that values potential, adaptabili-ty, and intrinsic motivation over traditional markers of achievement.

Anticipate High Performance and Engagement

When you build a Job Target, you actually foster a work environment where new hires are engaged and excel from the outset. Use the Job Target to predict how well a candidate will align with the role's demands and the organization's culture, thereby reducing the likeli-hood of early disengagement or turnover. You'll get **a more engaged and productive workforce**, with employees who feel their roles are in har-mony with their natural behav-iors and cognitive abilities.

IMPLEMENTING YOUR JOB TARGET

Creating Your Job Target:

Bring together stakeholders to identify the key fixed traits that will thrive in the role. For those who have tools like PI, use this resource to draft a comprehensive profile, including both behavioral traits and cognitive requirements. Engage with leaders and stakeholders to refine this profile, ensuring it captures the essence of what success looks like in the role.

Applying to the Hiring Process:

Integrate the Job Target into every stage of your hiring process. From screening resumes to structuring interviews, compare your candidates to the target at each step. This ensures consistency and alignment with your organizational goals.

Go deeper:

- For a practical overview of creating and using a Job Target, watch this enlightening **video** that underscores the significance in hiring.
- To understand how measuring behaviors and cognitive abilities can lead to peak performance, explore this **article**.
- To grasp the evolving landscape of hiring and why resumes are becoming less relevant, delve into this insightful **piece**.

Understanding what the job requires is the cornerstone of effective hiring. By establishing a clear Job Target, you align your team, transcend outdated hiring practices, and position your organization to attract individuals who will thrive and drive success.

>> Next up: Write a compelling job ad based on your Job Target.

CHAPTER **2**

WRITE COMPELLING JOB ADS
The Science of Attraction and Repulsion

In the chess game of hiring, your job ad is your opening move.

It's not just about attracting a wide array of candidates; it's about drawing in the right ones while subtly discouraging those who aren't a fit. This strategic differentiation begins with understanding what truly matters for the role—beyond the conventional requirements, like education level—and focusing on intrinsic qualities such as hard-wired behaviors and learning agility.

Focus your job ad on these hard-wired traits instead of the subjective ones that are less essential to actually performing the job, like years experience, industry expertise, or education. With this method, you will harness the power of stimulus-response to create interest and **expand your candidate pool to more diverse candidates** than you would if you only focused on non-essentials to the role.

WHY THIS MATTERS

The essence of a compelling job ad lies in its ability to resonate deeply with the ideal candidate. This resonance is not just about skill set alignment; it's about connecting on a level that transcends the professional, hitting upon the behavioral characteristics that will **dictate success in the role**. **By tailoring your job postings with precision, you attract candidates who are not just able, but excited to contribute to your organization's mission.**

CRAFTING THE "ABOUT YOU" SECTION

The "About You" section is where you need to focus. It's the part of your job ad that speaks directly to the candidate, inviting them to envision a future with your organization. It's what matters most to candidates anyway! Here's how to make it truly compelling:

Strategic Positioning

Place an "About You" section right at the start of your job posting. Moving this section to the top captures the candidate's attention from the get-go, setting the tone for everything that follows. It's your first opportunity to engage candidates in a conversation about their future role within your team.

Emphasize Key Words and Phrases

Begin by extracting the most crucial behavioral characteristics you identified in your Job Target—if you're using PI, grab from the summary and job characteristics sections. These should be the traits that directly contribute to success in the role. By distilling these into bullet points, you provide candidates with a crystal clear picture of what's expected, making it easier for them to self-assess their fit.

Resonate with Real Individuals

Transform those bullet points into sentences that speak to the heart of the candidate. Use language that helps them visualize not just doing the job, but excelling and finding fulfillment in it. Phrases like "You pride yourself in delivering exceptional results" or "You demonstrate strong problem-solving skills in challenging situations" create a narrative where the candidate is the protagonist.

Infuse Personality

Your job ad should stand out, not just in terms of content, but in personality. Injecting a dose of your organization's character into the posting can make all the difference. Statements that evoke passion, challenge, or excitement—such as "You like to get it right!" or "The only thing better than not losing is winning!"—build an emotional bridge between the candidate and your company.

More resources for mastery:

- Dive deeper into the nuances of crafting job postings that stand out by exploring this **webinar** recording.
- Learn about unconventional strategies to attract candidates in this **article**.
- **Read** this for insights on aligning candidate selection with your culture.

A well-crafted job ad is more than a list of requirements; it's an invitation to a journey, a challenge to be met, and a promise of growth. By focusing on the "About You" section, you're building a bridge for those who will thrive in and enrich your organizational culture. Stand out from the competition when you create job ads that resonate, attract, and ultimately, lead to the mutual success of both your candidates and your organization.

>> Next up: Stop wasting time with the wrong candidates.

STOP WASTING TIME WITH THE WRONG CANDIDATES

Zeroing in on the Right Candidates

The cornerstone of an efficient interview process lies not in the act of screening itself, but in ensuring that only the most promising candidates, **those who are poised to excel**, make it to this pivotal stage.

This approach is about precision—meticulously aligning each candidate's inherent traits and capabilities with the Job Target you've established. It's a strategy that calls for a discerning eye and a deep understanding of what truly makes someone a perfect fit for the role.

FROM BROADCASTING TO PRECISION TARGETING

The traditional approach to recruitment often resembles casting a wide net and hoping for the best. It's time-consuming and inefficient. By utilizing your Job Target and assessing the candidates' fixed traits, you transform a once tired process into a targeted mission, selecting only those whose **profiles promise a symbiotic fit** with the job's requirements. This is not about exclusion, but about focusing your resources on engaging with individuals who are genuinely capable of thriving in the role, thereby elevating the overall quality of your recruitment process.

THE ROLE OF PEOPLE DATA IN PRECISION MATCHING

There are a number of tools and resources to help you evaluate who to invite to the interview process. At MindWire, we use Predictive Index to help organizations go beyond the conventional by providing a detailed map of a candidate's behavioral and cognitive landscape. At a minimum, we recommend you build a candidate evaluation matrix where you calculate the fixed traits of each individual candidate as outlined in your Job Target. By comparing these insights against your Job Target, you're not just guessing who might fit; **you're scientifically matching candidates to the demands of the role**. This precision ensures that every phone screen is an investment in a potential high performer, not just another tick on the list.

> **Before we partnered with MindWire, we had very little awareness of the behavioral styles of the candidates we were bringing on and what types of candidates are going to lead to success in the various roles here at Chuze. With MindWire, we are finding better and more qualified talent.**
> Nick Barshick
> **COO, Chuze Fitness**

CRAFTING THE CONVERSATION

With a shortlist of candidates who match your Job Target, **your phone screens become more meaningful and focused**. You're no longer probing in the dark; you're engaging in a conversation aimed at confirming the match you've already identified through your Job Target. This shift allows for deeper, more productive discussions about the role, your expectations, and how the candidate's unique attributes will contribute to their success within your organization.

In order to guide your engagement during this initial interview, consider the following:

Cultural Fit

Use the insights you have from evaluating the candidate against the Job Target to explore not just the role fit but how a candidate's behavioral tendencies align with your organizational culture. Identifying shared values and maximizing cultural fit is crucial for long-term success and engagement.

Behavioral Examples

Ask for specific instances that demonstrate the candidate's core behaviors in action. This not only validates your matrix or candidate match score, but also gives candidates the opportunity to showcase their suitability through real-life examples.

Future Performance

Discuss scenarios or challenges specific to the role and ask candidates how they would approach them. Their responses will offer a glimpse into how their fixed traits will manifest in your unique work environment.

Go deeper:

Enhance your screening strategy with these concise, yet comprehensive resources, designed to offer practical insights and advanced techniques for identifying the ideal candidates.

· Explore strategies for aligning candidate selection with your organizational culture in this insightful **webinar**.

· Gain expert advice on executing interviews that uncover the true potential of candidates with this **guide** from Robert Half.

· Learn effective phone screening techniques to assess candidate suitability efficiently with this detailed **article** from Business.com.

Utilizing the Predictive Index for precision matching transforms your phone screening process from a mundane task into a strategic engagement, ensuring that every call you make is a step closer to securing top-tier talent perfectly aligned with your Job Target. Refine your screening process, ensuring efficiency and effectiveness in your pursuit of the ideal candidate. By inviting only those who are truly matched to the role's demands, you not only save time but also enhance the quality of your hiring decisions, setting the stage for future success.

>> Next up: Prepare leaders for interviews in 10 minutes or less.

CHAPTER : **4**

PREP FOR INTERVIEWS IN 10 MINUTES OR LESS
Transforming Interview Preparation

Having the luxury of time for extensive interview preparation is often a distant dream.

Yet, the effectiveness of an interview should not suffer due to time constraints. Here, you will find a streamlined, focused approach that empowers interviewers to prepare thoroughly in 10 minutes or less to ensure a **deep, meaningful evaluation of each candidate**.

LEVERAGING JOB TARGETS FOR QUICK PREP

The foundation of rapid interview preparation lies in two components: first **understanding the role's Job Target**, a document that outlines the ideal candidate profile based on behavioral and cognitive requirements, and secondly, **understanding how a candidate matches** or doesn't match the requirements of that Job Target. By reviewing the Job Target ahead of the interview, interviewers can quickly (10 minutes or less) align their mindset to the specific qualities needed for high performance in the role.

Highlight the strengths the candidate could bring to the role and potential areas of struggle.

A critical step in the prep process is comparing the candidate's profile (from their resume and either PI assessment results or matrix results) against the Job Target. This comparison **highlights the strengths the candidate could bring to the role and potential areas of struggle**. Such insights are invaluable, enabling interviewers to **tailor their questions** to explore not only the candidate's capabilities and experiences but also how they align with the role's demands.

Knowing a candidate's natural characteristics helps me ask better questions to make sure our company, our mission, and the employee will be a good fit for the long term.

Randy Drier
Regional Development Manager, Nissan

ASKING THE RIGHT QUESTIONS

The key to a productive interview lies in asking **targeted, behavioral interview questions**. These questions are designed to reveal how candidates have navigated past experiences and challenges, shedding light on their ability to adjust and thrive in similar situations within your organization. If you are using The Predictive Index interview guide, with just the click of a button, your leaders will get clear questions to ask, ensuring interviewers can probe effectively into areas critical for role success.
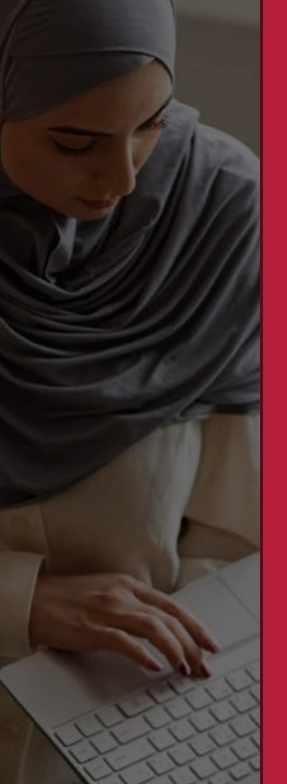
STREAMLINING CULTURAL FIT ASSESSMENT

Beyond assessing skills and experiences, determining a candidate's fit within your organizational culture is paramount. The quick prep approach includes integrating questions that gauge cultural alignment, making it possible to evaluate whether a candidate's values and behaviors resonate with those of your team and organization at large.

Here is the step-by-step to accelerating your leaders' interview readiness:

- **Review the Job Target and candidate's PI profile or assessment matrix**: Gain a clear understanding of the role's requirements and the candidate's potential alignment.

- **Conduct a comparative analysis**: Quickly identify strengths and areas for deeper exploration during the interview.

- **Craft targeted questions**: If using Predictive Index, simply download the PI interview guide and adjust the pre-populated questions that will reveal crucial insights into the candidate's fit for the role and culture.

Empowering interviewers with additional resources:

- Discover why hiring decisions should transcend likability to focus on deeper behavioral and cultural fits in this enlightening **article**.

- Learn how to identify and assess critical behaviors that are fundamental to role success and cannot be trained or changed, through this informative **video**.

Equip interviewers with the tools and insights needed to prepare effectively and efficiently. Even the most time-pressed preparation can lead to insightful, productive interviews that hone in on the best candidates for the role and the organization.

>> Next up: Get new hires to productivity faster.

GET NEW HIRES TO PRODUCTIVITY FASTER
Igniting the Path to Peak Performance

You don't have time for new hires to meander through a maze of onboarding processes, slowly finding their footing and **eventually getting to productivity**.

Your business rhythm demands a sprint start. The key to peak performance is through the onboarding journey, turning it into a dynamic leap towards effectiveness. To do so, leverage the clarity provided by the Job Target with a nuanced understanding of behavioral drives and motivations. Then you can fast-track to productivity that's both enlightening and empowering for the new hire.

THE BLUEPRINT FOR RAPID INTEGRATION

Phase 1: Self-Discovery and Role Alignment

Begin the journey with a mirror and a map. Encourage new hires to **reflect on their own professional identity** in the context of the Job Target established in Chapter 1. This self-assessment is more than introspection; it's about aligning their capabilities and aspirations with the role's blueprint. Simultaneously, facilitate conversations about **how their personal working styles mesh with those of their manager and teammates**, emphasizing mutual behavioral drives and motivations. This dual focus lays a solid foundation for team collaboration and swift productivity.

Note: MindWire clients typically use the PI Behavioral Report to perform this step at weeks 1-2.

Phase 2: Deep Dive into Team Dynamics

With the initial acclimatization phase behind, it's time for new hires to deepen their integration within the team. By now, they should be exploring the dynamics of their working relationships, guided by an understanding of each member's behavioral drives and motivating factors. This period is crucial for identifying strategies that **harmonize individual contributions with team objectives** with some real life examples, thereby enhancing collective efficacy and smoothing the path to individual productivity.

Note: MindWire clients typically use the PI Management Strategy Guide and perform this step at weeks 6-8.

> **MindWire's methodologies deepen self awareness, promote enhanced collaboration and foster a strengths based organization where we all collectively excel by leveraging our individual, inherent behavior drivers!**
>
> Danielle Eddy
> **Head of Talent Acquisition, GCON, Inc.**

Phase 3: Fostering Symbiotic Growth

Entering the final phase of the accelerated onboarding process, it's time for targeted, constructive feedback sessions between the new hire and their manager. These discussions should revolve around the identified areas of focus, exploring actionable steps for bridging any gaps and leveraging strengths more effectively. This is a period of active coaching, with an emphasis on nurturing a symbiotic relationship that promotes continuous personal and professional growth.

Note: MindWire clients typically use the PI relationship guide and perform this step at weeks 10-12.

Phase 4: Strategic Adjustment and Focus

As the new hire's understanding of their role and team dynamics solidifies, spend time reinforcing their strengths and then identify a pivotal area for development. This could be a specific aspect of the Job Target where their alignment could be stronger or a facet of team interaction that holds room for growth. Selecting a singular focus for improvement ensures concentrated efforts that yield tangible progress, reinforcing the new hire's trajectory towards becoming a high-impact team member.

Note: MindWire clients typically use the PI coaching guide and perform this step at weeks 14-16.

Catalyzing success with additional insights:

- Unlock the potential within each team member by mastering the techniques of insightful, data-informed coaching with this **webinar**.

- Dive into effective strategies that amplify your leadership impact, fostering a thriving environment for diverse talents with this short **video**.

- Grasp the transformative power of a well-structured onboarding experience in bolstering employee success and longevity with these **insights** from SHRM.

Through this tailored approach, leveraging the Job Target as a compass and focusing on the interplay of behavioral drives and motivations, new hires are not merely introduced to their roles; they are catapulted towards becoming integral, productive members of the team. This accelerated path to productivity not only benefits the new hire but enriches the entire team with fresh energy and aligned purpose.

CONCLUSION

One thing is obvious: traditional approaches to hiring, onboarding, and accelerating new hire productivity simply don't measure up to the urgency and precision required.

You've embarked on a transformative journey, revolutionizing the way you can attract, assess, and integrate talent into your teams. This holistic approach ensures that you can **move beyond conventional methods to embrace a future where every hire is not just a fit but a strategic addition to the team**.

To dive deeper into how these strategies can be tailored specifically to your organizational needs, to explore the tremendous impact of integrating behavioral insights into your hiring and onboarding processes, or to simply learn more about setting your new hires on a path to rapid productivity, explore the Data Driven Recruiter workshop.

[See How to Become a Data-Driven Recruiter](#)

MindWire's expertise in leveraging sophisticated assessments and data-driven insights can help unlock the full potential of your team, ensuring your organization is not just prepared for the future but actively shaping it.

Contact MindWire today to embark on a journey towards more **efficient, effective, and enlightened talent management**.

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