

Performance-based Hiring



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Note: It is very important to wait 30 minutes before judging a candidate. More hiring mistakes are made by incorrect first impressions. Some candidates interview well but are not good performers. Other candidates don't interview however are excellent performers. Check performance, if you drill-down you'll determine a candidate's capability to do what is required based on past experience and more importantly accomplishments.

In Japan foreign interviewers use traditional interview techniques utilizing questions like "tell me about yourself", or "what are your greatest strengths?" Japanese are modest and will not answer these types of questions as expected.

"Reconsider /measure first impressions at the end of the interview."

Commence the interview with a 10-minute company introduction (client company) and explain the challenges of the opportunity.

Then review work history in detail: Companies, titles, dates, promotion, why left, explain gaps...etc.

"Describe a major accomplishment" Follow-up with basic fact-finding:

- ❖ When did it happened, how long ago?
- ❖ What was the business impact?
- ❖ Biggest challenges faced?
- ❖ What was environment like?
- ❖ Skills used, learned and applied
- ❖ Describe changes made
- ❖ Toughest decisions made
- ❖ Examples of initiative
- ❖ Discuss successes and failures
- ❖ Problems faced, resolved and how?
- ❖ Describe planning, managing...etc.
- ❖ What was the performance plan?
- ❖ How could it have been better?
- ❖ What did you learn about yourself?
- ❖ What recognition was received?
- ❖ What did you like best/least?

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Team Fact-Finding *First Draw Org/Team Chart*

- ❖ Describe team, your role
- ❖ What were team objectives?
- ❖ Were goals met, unmet, why?
- ❖ Examples of helping others
- ❖ Examples of coaching others
- ❖ Describe handling conflict
- ❖ Biggest team failures, why?
- ❖ Planning, managing, follow-up
- ❖ How did you improve?
- ❖ What did you learn about yourself?
- ❖ Was there any team / individual credit? (How did you feel about that)
- ❖ What did you like the best / least?

Get lots of examples, repeat this for 3-5 team and individual accomplishments. Observe the trend of growth over 3–10-year period.

Problem-solving Question *Use to Assess Thinking Skills*

- ❖ State the issue then ask: “How would you solve this problem?”
- ❖ Get into give and take dialogue
- ❖ Steps to determine solution
- ❖ How to implement plan
- ❖ Resources required & allocation
- ❖ Prioritizing the plan
- ❖ Alternative approaches

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Define Top 6-8 Performance Objectives: Action/Task/Result Use a Performance Profile to Clarify Expectations

- ❖ Major objectives: grow sales 10%
- ❖ Key sub-steps: evaluate process
- ❖ Biggest problem: design circuit
- ❖ Changes: reduce costs 20%
- ❖ Technical issue: develop tax system
- ❖ Management issue: rebuild team
- ❖ Team issue: coordinate plan w/ops

10-Factor Evaluation

- ❖ Rank the Following on a 1-5 Scale
- ❖ Technical competency
- ❖ Motivation to do the work
- ❖ Team Skills –coop, coach
- ❖ Problem solving, thinking
- ❖ Achieve comparable results
- ❖ Planning, management
- ❖ Trend of growth
- ❖ Environment, culture, style
- ❖ Character, value fit
- ❖ Overall potential, job fit
- ❖ Incompetent, unmotivated or uncooperative
- ❖ Competent with added coaching or urging
- ❖ Competent and motivated to meet all work objectives
- ❖ Does more, better, faster
- ❖ Outstanding quantity or quality