Exhibiting People Smarts
Driving
Being Curious
Innovating
Being Open
Acting Conscientiously
Thinking Critically
Being Humble
Being Resilient
Developing Self Awareness
Inspiring
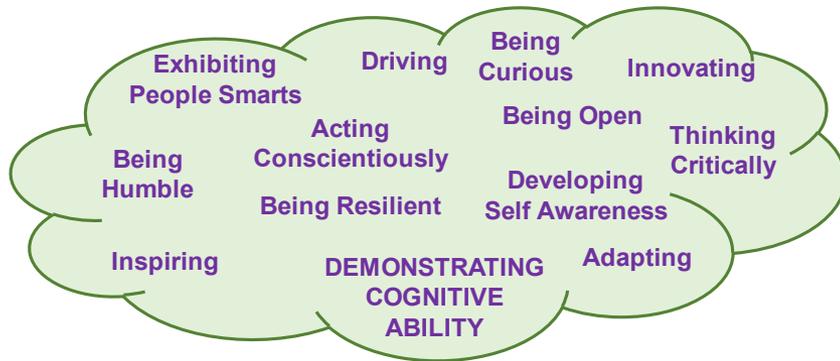DEMONSTRATING COGNITIVE ABILITY
Adapting

The 13 Performance Drivers:
One by One

1: Cognitive Ability

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The Fundamental Recruiting Problem

What drives an individual's performance on the job?
Fit between the individual and the specific job context

Even decades later,

the search for a simple way to predict

how an individual candidate

will perform

once on the job

has never succeeded.

What drives an individual's performance on the job?
Fit between the individual and the specific job context

A person who performs at a high level
in one job in an organization
may perform at much lower levels
in a similar job in an other organization
or even in the same organization

What drives an individual's performance on the job?
Fit between the individual and the specific job context

Performance on the job is the result of a fit between

two complex sets of factors:

those on the individual side

and those of the job | organization side

For more insight on what follows …..

Recruiting for Newly Defined, Rapidly Evolving, Transform the Organization

and even well-defined roles

Described in the visual E-book shown above
Click on the button to access a downloadable copy

Download
"Recruiting Realities: Avoiding Bad Hires"

Roelf's visual e-book which

1. outlines how recruiting works – both resume based traditional recruiting and the performance challenge recruiting process

2. covers the various ways in which candidate performance can be predicted, and their strengths and weaknesses

3. outlines the **Performance Challenge Recruiting Process™** in detail

Down
load

What drives an individual's performance on the job?
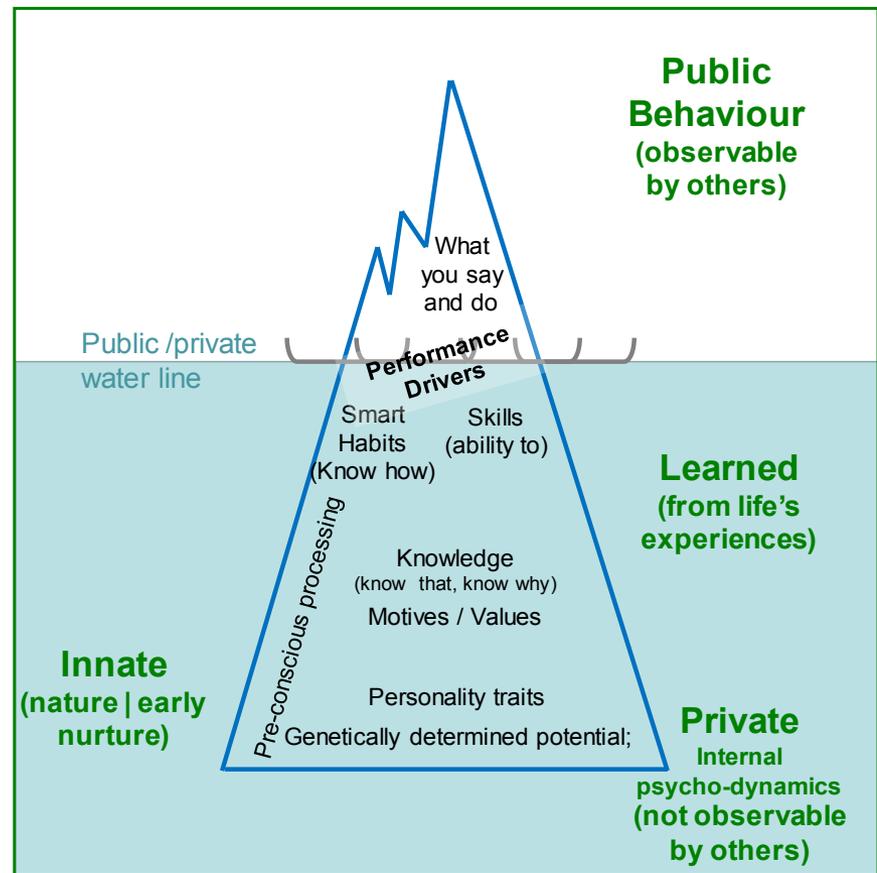## Fit between the individual and the specific job context

Performance on the job is the result of a fit between

two complex set of factors:

those on the individual side

and those of the job | organization side

The Individual Side

Each person's internal psycho-dynamics are different and unique

Two different people may deliver the same level of result in two similar roles based on VERY DIFFERENT INTERNAL PSYCHO-DYNAMICS

The Right Talent Iceberg Model

Public Behaviour (observable by others)

What you say and do

Public /private water line

Performance Drivers

Smart Habits (Know how)

Skills (ability to)

Learned (from life's experiences)

Pre-conscious processing

Knowledge (know that, know why)

Motives / Values

Innate (nature | early nurture)

Personality traits

Genetically determined potential;

Private Internal psycho-dynamics (not observable by others)

What drives an individual's performance on the job?
Fit between the individual and the specific job context

On-the-job performance is complicated

…
The factors that experience and research have shown affect an individual's on the job performance make up a "performance cloud" of interacting factors
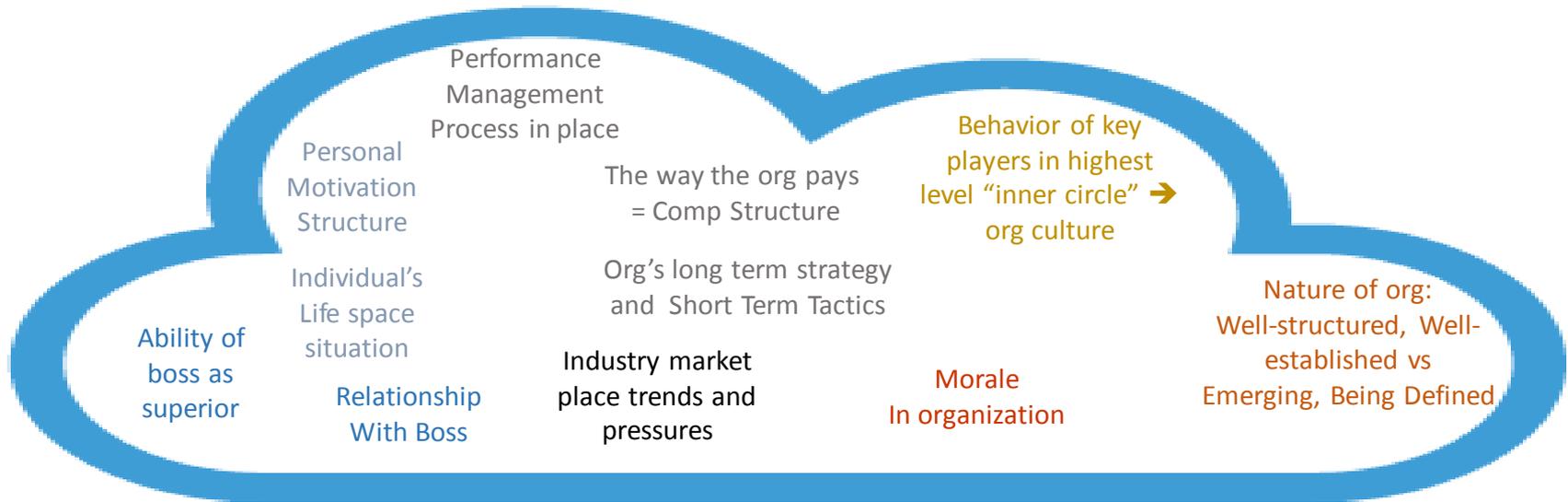
The Organization Side

Performance Management Process in place

Personal Motivation Structure

The way the org pays = Comp Structure

Behavior of key players in highest level "inner circle" ➜ org culture

Individual's Life space situation

Org's long term strategy and Short Term Tactics

Nature of org: Well-structured, Well-established vs Emerging, Being Defined

Ability of boss as superior

Relationship With Boss

Industry market place trends and pressures

Morale In organization

The Performance Cloud

What drives an individual's performance on the job?
Fit between the individual and the specific job context

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How these factors impact a person's performance in a job is unique and individual to a specific person-job context: they may be very different for two people working side by side, even if they are in similar roles, working for the same Superior

What drives an individual's performance on the job?
Fit between the individual and the specific job context

Therefore:

the search of a 'single tool' which predicts how a person will perform in an open role is "doomed" to fail

What drives an individual's performance on the job?
Fit between the individual and the specific job context

AI resume scanning algorithms

Psycho-metric or other 'survey' type tools

Social Media searches

…

can all 'support' the judgement of 'fit'

a recruiter and a hiring decision maker

must make but not 'predict'

a new hire's eventual performance

What drives an individual's performance on the job?
Fit between the individual and the specific job context

Social proof for this CONCLUSION:

In almost all organizations

Recruiter performance is

NOT MEASURED

BASED ON

A NEW HIRE'S PERFORMANCE

IN THE NEW ROLE,

EVEN DURING THE PROBATION PERIOD

See the other posts on this page and those on Roelf's Linked In profile for more insight on these issues

Click on the logo, or
Control-click on the links below

The 13 Performance Drivers

The Iceberg Model:
A Practical Tool for Recruiters

Cognitive Ability

One of the 13 Performance Drivers
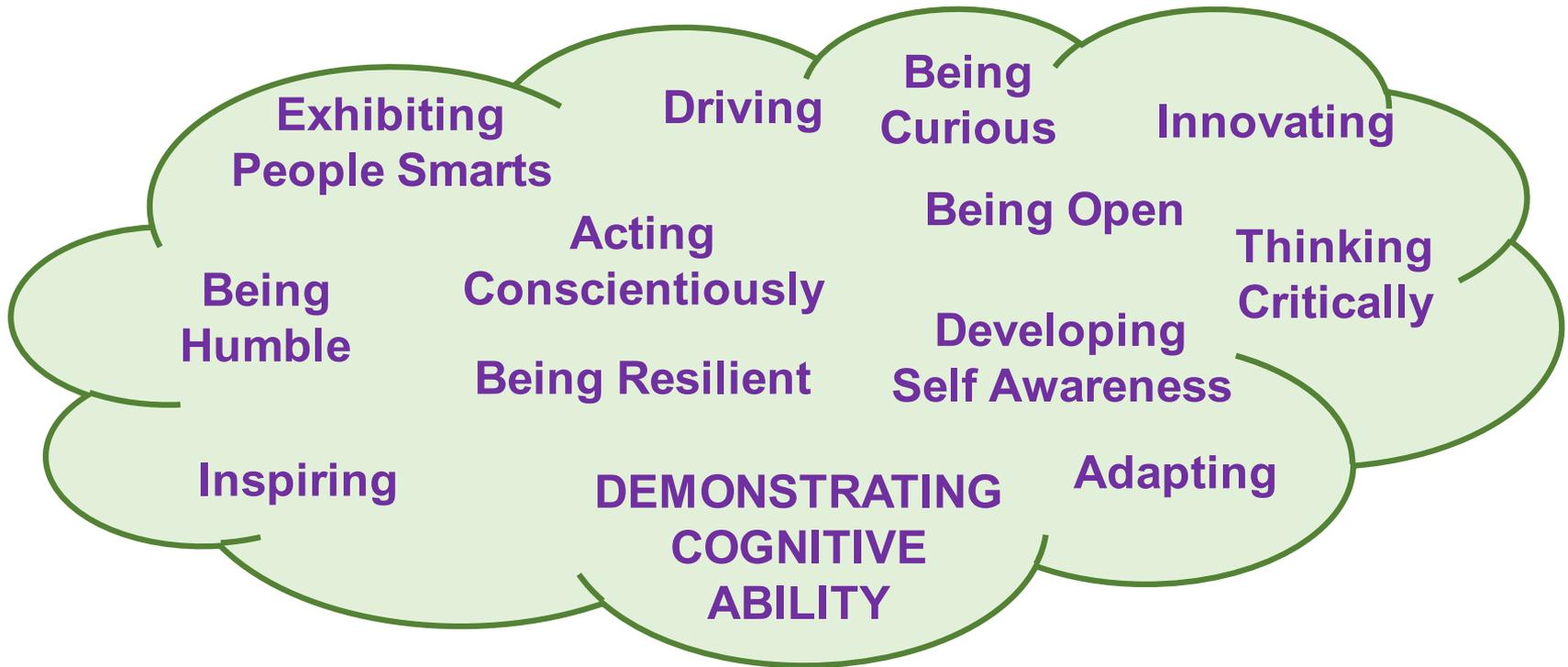
used in

The Performance Challenge
Recruiting Process™

Getting Insight into a Candidate's
likely performance in a new role

The Performance Challenge Recruiting Process™
presents candidates with a short set of
Performance Challenge Questions
which are based on

1. The **key performance results** a new hire must
deliver in the 1st 12 months in the new role

combined with

2. **One or more of the 5 key 'performance drivers'**
a person needs to exhibit in order
to perform as a high level in the new role

The13 Performance Drivers

Exhibiting People Smarts

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Inspiring

DEMONSTRATING COGNITIVE ABILITY

Adapting

Observable behaviors
expressed in business language

Label	Description	The current complete set of 13 PDs
Demonstrating Cognitive Ability	Personal 'Thinking' Ability | Language Based Conceptual Smarts | Problem Solving Ability	
Exhibiting People Smarts	Understands how to work with people: what to (not) say | what, when, where and how to say or not say it	
Being Humble	Low Ego | Puts team and organization first	
Inspiring	Motivates others to do things that go beyond the norm: to tackle problems and to get results	
Driving	Needs to achieve | Hungry & never satisfied | Wants to do better & take on more personally - motivated to personally initiate	
Acting Conscientiously	Goal Oriented | Self-Disciplines | Is Dependable	
Being Resilient	Tenacious | Overcomes obstacles | Recovers from and gets beyond adversity	
Being Curious	Actively seeks out new facts, ideas, and possibilities	
Being Open	Willing to consider and take into account new facts, ideas, values, or people	
Developing Self Awareness	Has and continuously updates accurate knowledge of self: emotions, abilities, experiences, know how, motivations ...	
Innovating	Creates / defines / finds and implements new better ways of doing things	
Thinking Critically	Questions: has the ability to see underneath the first version of things | Get beneath them to the underlying causes	
Adapting	Flexible: iterates & adjusts approach based on new information	

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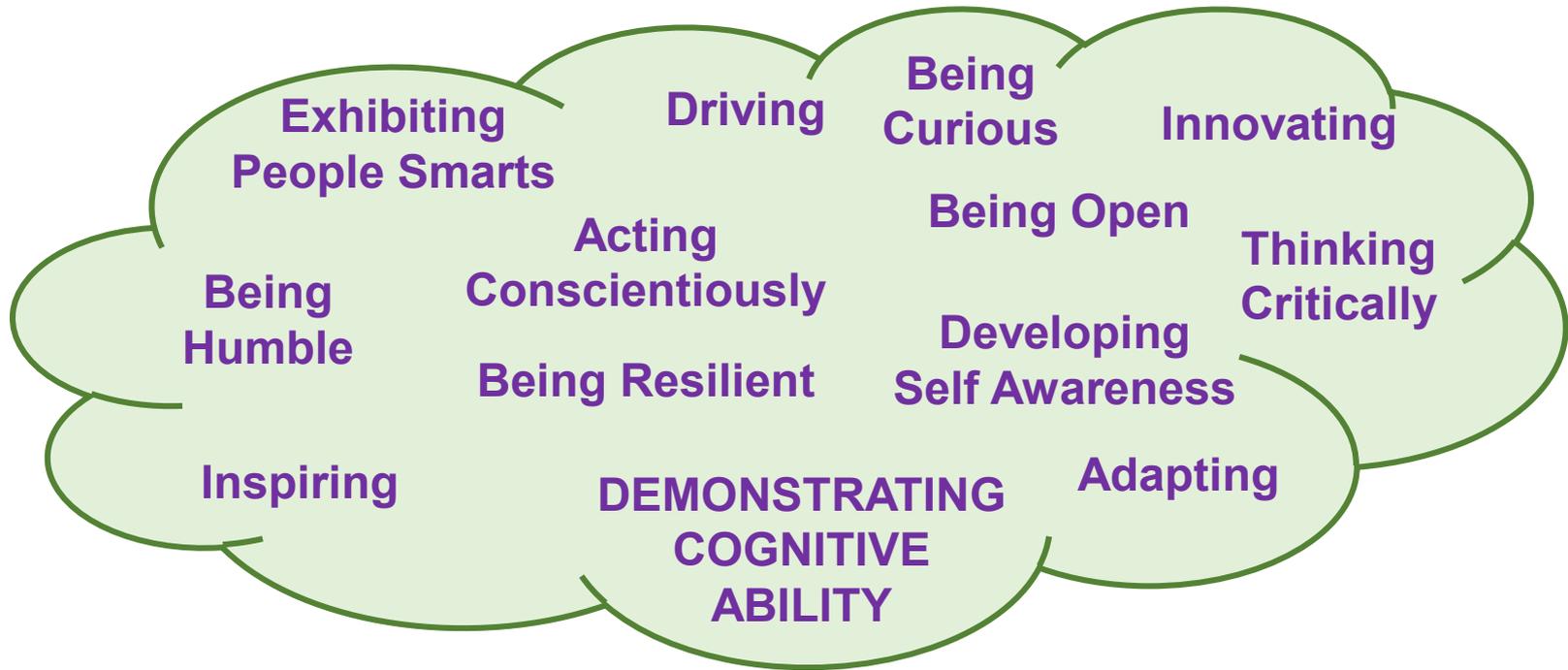
13 'interacting' Performance Drivers
are 'too much' to deal with in any one
recruitment assignment:
need to use a more productive number ➔
5 to 7 core PD's

What is
Cognitive Ability?

Label	Description
Demonstrating Cognitive Ability	Personal 'Thinking' Ability | Language Based Conceptual Smarts | Problem Solving Ability

Evidence in a person's behaviour that indicates a person is employing some or all of the human ability factors that operate in all parts of the human brain: conscious, unconscious, and pre-conscious

work

Label	Description
Demonstrating Cognitive Ability	Personal 'Thinking' Ability	Language Based Conceptual Smarts	Problem Solving Ability

Evidence in a person's behaviour that indicates a person is employing some or all of the human ability factors that operate in all parts of the human brain: conscious, unconscious, and pre-conscious

Many of these ability systems happen as **'full body responses':** that is, mind-body coordination that allows humans to 'solve' problems in ways that go far beyond just the 'mental'

e.g. some people 'solve problems' as they talk and move to outline
elements of a situation on a white board during a meeting with others

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Performance Driver indicates cognitive behavior that is focused on **practical problem solving in an organizational context, i.e.** the ability to apply these information processing and problem solving abilities to the problems that occur as part of performing in a specific role in a specific organization

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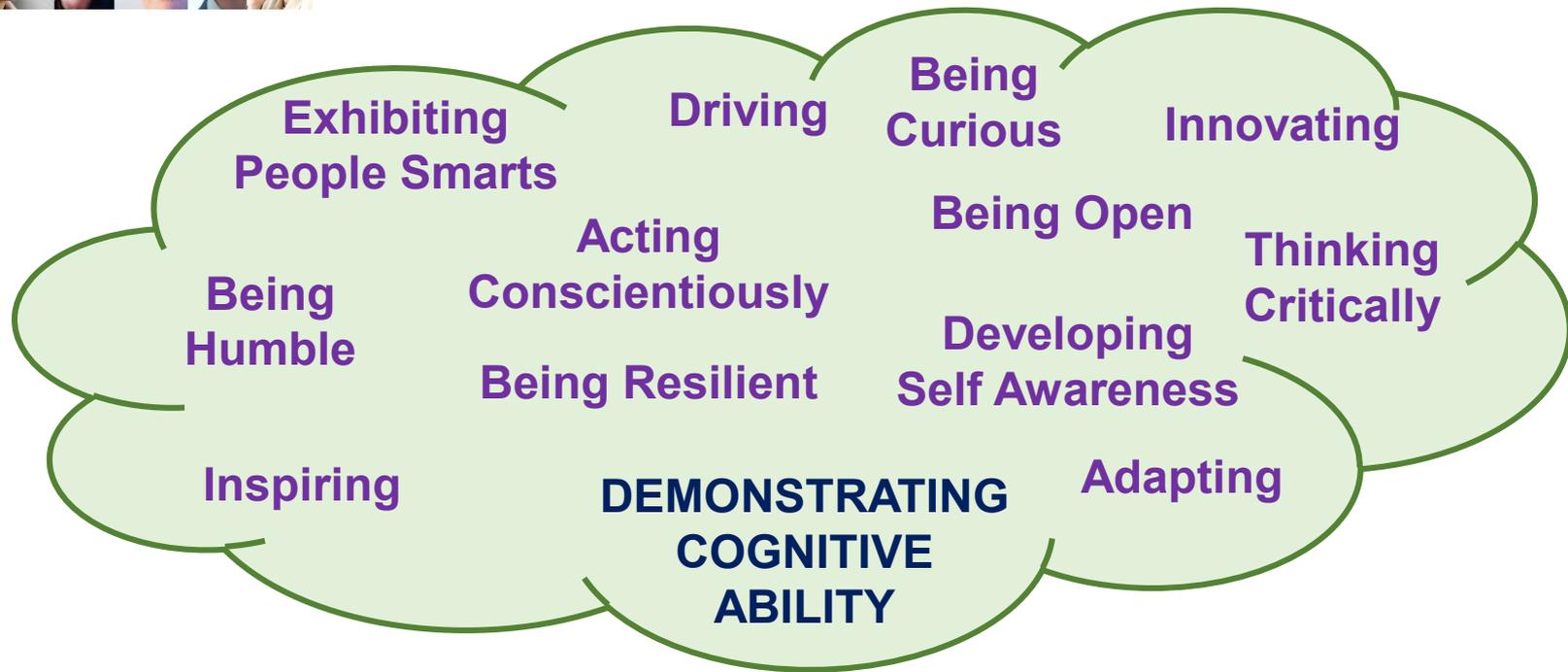> elements of a situation on a white board during a meeting with others

Performance Driver indicates cognitive behavior that is focused on **practical problem solving in an organizational context, i.e.** the ability to apply these information processing and problem solving abilities to the problems that occur as part of performing in a specific role in a specific organization

Different people have different levels of these cognitive abilities, but cognitive ability is expressed in communication to others – in written and verbal ways - that are part of all performance in all roles at work

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DEMONSTRATING COGNITIVE ABILITY

Higher than average level of Cognitive Ability is related to higher performance in almost all organization roles,

particularly in C-level, Executive level ones, and in ones in which the person must create 'new' ways of doing things or solving complex problems

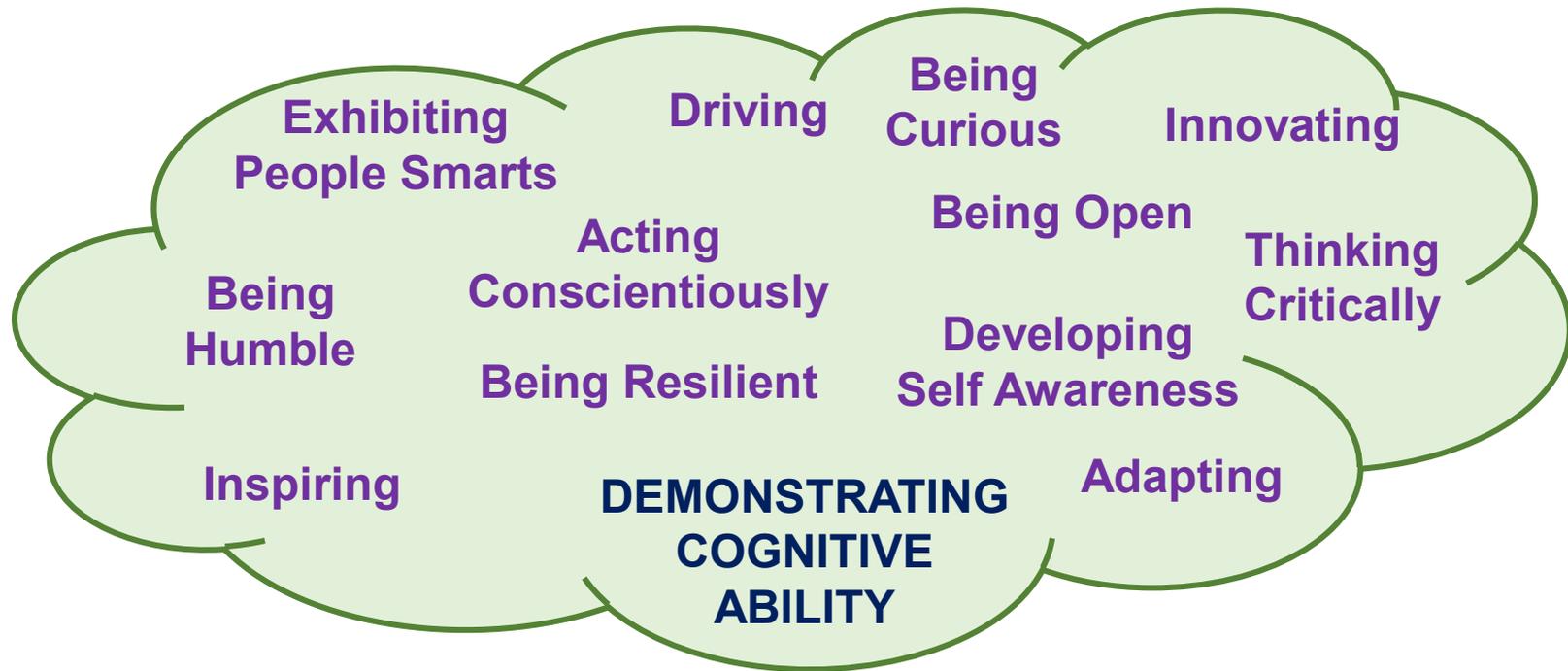# **Evaluating A Candidate's Cognitive Ability**

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Evaluating Cognitive Ability

Shows in:

words used, quality of expression, organization of information

are good indicators of cognitive ability

Cognitive ability in an organizational context

**may be a reflection of a person's general intellectual ability
(whether verbal or mathematical or spatial or social or kinetic)**

But it is the not the same things as these abilities

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**Research over many years has shown that
people's results on complex psychometric tests of intelligence
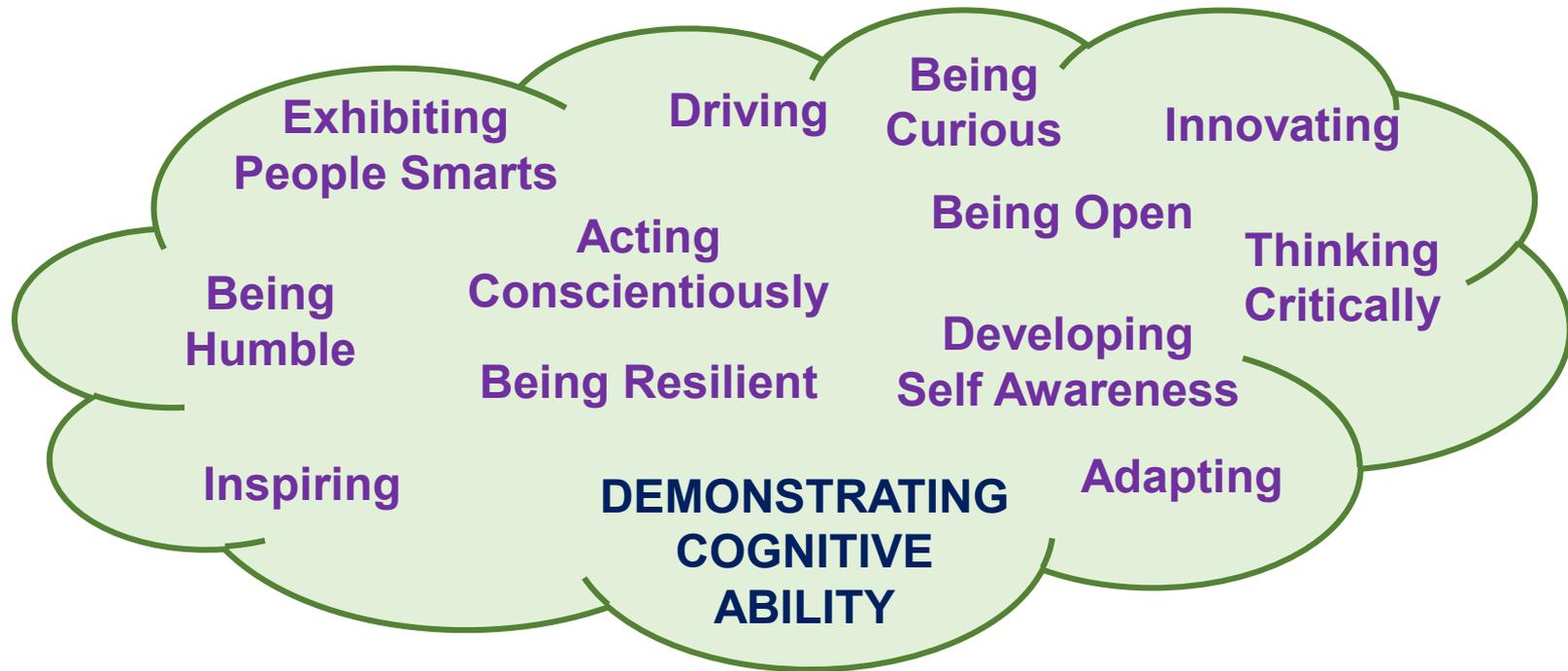increase as they move up
organizational hierarchy**

**Cognitive ability in an organization context
benefits from experience …**

**It is an applied 'ability' to solve and to execute solutions
to organizational problems**

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Evaluating Cognitive Ability

**words used, quality of expression, organization of information
are good indicators of cognitive ability**

**but must be done in the context of the 'performance challenges
to be addressed in the new role**

Evaluating Cognitive Ability

This evaluation is continuously done ….

From first responses of a candidate
to performance challenge questions

through out the interaction
with the candidate
right up to the final interviews | interactions
with the hiring decision maker

A example performance challenge question

Open Role: Head of Customer Support

Performance Challenge for 1st 12 months:

Set up all of the infrastructure

(physical plant, computer and phone technology, software required)

and define the work flows for a customer support department

in a new software as a service (SaaS) company

selling a subscription based, cloud based software package

A example performance challenge question

Open Role: Head of Customer Support

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selling a subscription based, cloud based software package

Performance Metric:

Hire the staff, train them, and grow the group

so that the service

is available 30 days from the date of hire,

and expands to meet the demands for customer support

as sales grow over the first year -

measured by 'customer willingness' to continuously

highly rate customer support provided

An example performance challenge question presented to candidates:

In about 250 words, tell us what you consider
the most important things you need to know and to do
to set up a new customer support group for our new company.

You are starting from scratch.
We have an office and some basic computer infrastructure.
We need to keep our operating costs as low as possible.

At the same time,
you need to be able to expand this group as fast
as we make sales to customers.

What will you do?

The psychological underpinnings of the

Performance Challenge Question format

Why 250 words:

tests the person's ability to focus on what is

deeply relevant and to communicate it clearly and well

Why this format?:

creates a 'multiple' criteria problem which forces the

candidate to make problem-solving choices

and demonstrate her or his ability to do so

Why "What will you do?" at end:

creates a future oriented demand -

the candidate must translate 'past experience'

into relevant 'what I will do" language, not just relate past accomplishments

Why allow the candidate time to prepare this response?:

reflects normal situation that a person on the job faces -

time to think through and to work out how best to address a challenge facing her or him

Performance Challenge Question:

The psychological underpinnings of the

Performance Challenge Question format

The Questions presents relevant info: recruiting involves 2 sides to the fit decision

The candidate's: Do I fit this role? How can I demonstrate this?

The recruiting team's: Does this person fit the role? How is her or she demonstrating this?

Tests motivation: requires thought and preparation

not as easy as 'submitting' a resume,

although an accompanying resumes is relevant ➔ eliminates resume spam

Appeals to 'challenge motivated' individuals: describes new role as a set of challenges rather than a set of accountabilities or 'duties' normal in a job description

– supports the selling component of attracting 'high value potential candidates'

Set the base for 'in depth' exploration with final high value potential candidates:

initial responses to performance challenge questions 'set' the tone the tone for in-depth conversations with final candidates: future oriented 'how will you use your experience to address our future tone' in in-depth interviews

The Performance Challenge Recruiter

Find the talented people your organization needs to thrive, perhaps to even survive.

People Perform On-the-Job, not Resumes!

▫ **Coach Your Recruiters**
▫ **Find | Hire | Onboard Talented People**

Explore your options in a no obligation discovery conversation.

Download your copy of Roelf Woldring's visual e-book:
"Recruiting Realities: How to Avoid Bad Hires"

Download

Visit the Performance Challenge Recruiter Web Site

**Roelf Woldring
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- Or talk to Roelf Woldring about coaching your recruiters as they develop the skills needed to implement "Performance Challenge Recruiting"   click

  Book

- Or talk with Roelf about completing a recruiting assignment for a critical open, rapidly evolving, or transformative role in your organization
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