



Hiring Methods

Why This Matters

A candidate who scores well academically or tests high on cognitive ability isn't automatically a strong hire — intelligence and motivation are two different things. The book makes this same distinction in its own way: cognitive ability tests like the Wonderlic measure adaptability and mental agility, but they say nothing about whether someone actually follows through, takes ownership, or wants to do the work. That's why the book pairs cognitive testing with separate tools built to catch the traits that predict whether someone will actually perform: conscientiousness, self-management, and intrinsic motivation. One measures capability. The other measures whether that capability gets used. The book is also direct about the limits here: "staying within legal guidelines, there is no legitimate psych evaluation that will label someone" as a bad hire. These tools spot patterns, not guarantees.

Many companies run a long, comprehensive hiring process, the candidate meets executives and managers, and some include small in-house tests. The test should be written by the team, challenge the candidate's actual skills and motivation, and test their reasoning ability.

Build the Foundation

- ☐ Put a formal hiring SOP in place before you scale, the book lists this as step one of "Recruit and Train for Growth"
- ☐ Pair every new hire with role-specific onboarding and training, built from your own process review
- ☐ Hire managers and supers who share the company's goals, not just their own

Watch for Red Flags Early

The book calls out specific language patterns that signal a disengaged hire is already trouble:

- ☐ "Oh, sorry, that is almost done. I will have it next week"
- ☐ "Well, it would have been completed, but someone did not show up"
- ☐ "I scheduled it. I will check to see why it did not happen"
- ☐ "Everyone loves this person. They are so nice" (used to excuse a lack of results)

Screen for the Traits That Actually Predict Performance

The book flags low scores in any of these as a warning sign:

- ☐ Conscientiousness



- ☐ Openness to change
- ☐ Task follow-through
- ☐ Accountability
- ☐ Self-management
- ☐ Intrinsic motivation
- ☐ Adaptability under pressure
- ☐ Team orientation

Use Recognized Assessment Tools

- ☐ Predictive Index (PI Behavioral Assessment), measures dominance, extraversion, patience, and formality; low formality plus low patience signals chronic implementation drag
- ☐ Hogan Personality Inventory (HPI + HDS), the book calls this "the gold standard for spotting derailers": avoidance, passivity, resistance, volatility, stubbornness, lack of follow-through
- ☐ Gallup CliftonStrengths — shows who thrives in change and who shuts down
- ☐ DISC Assessment, not perfect, but useful for spotting resistance patterns
- ☐ Cognitive Ability Tests (Wonderlic, Criteria Cognitive Aptitude Test), low cognitive agility signals low adaptability, which drags down implementation

Look for "Great People" Traits

The book defines great hires as people who are:

- ☐ Goal oriented
- ☐ Self-directed
- ☐ Internally motivated
- ☐ Accountable to outcomes, not micromanagement

Tie Hiring to the Business, Not Just the Role

- ☐ Model hiring plans against revenue, the book's own benchmark ran roughly \$1.5–3 million in revenue per employee
- ☐ Plan for a worst-case scenario before hiring during high growth, so you're not forced into layoffs on the next downturn
- ☐ Don't hire reactively just to keep underperforming software or a broken process running, the book flags that as a red flag in itself, not a fix



☐ Did the candidate follow up after the interview? It's not a lost art, it shows motivation and consideration. No follow-up is a concern worth noting