# The GPS for New Hires
## How Job Scorecards Chart a Clear Course

**Cyndi Gave**
Visionary/Founder

**John Gave**
Managing Partner



The Metiss Group™
behavior experts at work

# Why This Webcast?

- Think of hiring like sports recruiting
- Attract superstars
- Learn the most powerful recruiting tool to attract superstars

**Charlotte**

The Metiss Group™
behavior experts at work

**Detroit**

**Accelerate**

2,500 leaders developed

10,000 direct reports impacted

THE LEADERSHIP ACADEMY™

The Hiring Process Coach™

The Emotional Intelligence Journey™

The Leadership Essentials Playbook™

The Strategic Leadership Alignment™

The Accountability System™

**Select**

12,000 candidates evaluated

2,000 successful hires

1,300 scorecards built

# The Hiring Challenge

**The Problem**

- Need top talent
- Don't know how to attract top talent
- Costly mis-hires

**The Solution**

- Define success clearly
- Attract top talent
- Discourage duds

**Today's Goal:** Learn to use scorecards to hire better
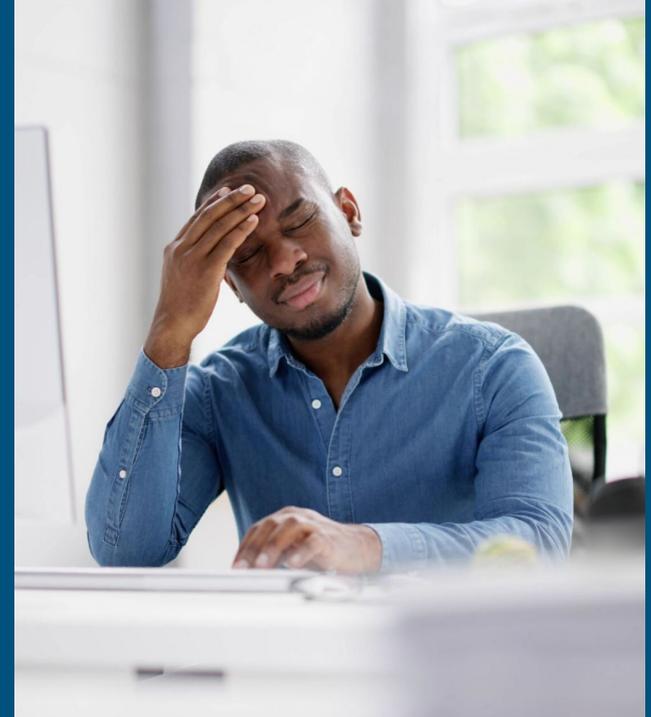
# The Problem: The Hiring Gap
## Common Hiring Mistakes

- Vague job descriptions
- Subjective decision-making
- Bait and switch concerns
- Candidates unclear on expectations
- Mismatched expectations after hiring
- The cost of hiring the wrong person

**The Solution: Job Scorecards**

# Job Description vs. Job Scorecard

| Job Description | Job Scorecard |
|---|---|
| Lists tasks & responsibilities | Clearly outlines outcomes & key results |
| Often vague & broad | Specifies competencies & cultural fit |
| Doesn't define success | Defines how success is measured |

# Elements of The Job Scorecard™

3-5 Categories

Activities

Priorities

Percent

Success

**Sample - Plant Controller**

The Metiss Group
behavior experts at work

| Accountability | Priority | | On track? | | | |
|---|---|---|---|---|---|---|
| | | | Yes | Inc | No | N/A |
| **Analyses** | | 10% | and timely analyses were provided | | | |
| Report operational variances | | | | | | |
| Contribute insights and recommendations | | | | | | |
| Prepare LE (forecasts) monthly | | | | | | |
| **Accounting Activities** | 2 | 40% | Books were closed as scheduled | | | |
| Close books monthly | | | Data and reports were timely and accurate | | | |
| Prepare monthly division financials | | | in physical inventory was experienced | | | |
| Synthesize department forecasts into annual budgets | | | | | | |
| Prepare capital requests | | | No avoidable ... al inventory were experienced | | | |
| Plan physical inventory | | | All variances were reconcile... | | | |
| Identify and reconcile physical inventory | | | Positive cash projections were achieved | | | |
| Set standard costs (labor, material) | | | Days of sale in A/R was improved | | | |
| Provide information to corporate as needed | | | Tax returns were filed on time | | | |
| | | | Differences between standard and actual costs were managed | | | |
| **Team ABC Company** | 3 | 15% | Positive corporate feedback was received | | | |
| Collaborate with division department heads | | | Meetings were attended on time, prepared and engaged | | | |
| Provide counsel to Plant GM | | | Personal and professional development plans were defined and executed | | | |
| Liaise with IT | | | | | | |
| Leverage system for efficiencies | | | Continuous improvement activities were observed | | | |
| Participate in plant-wide hiring process | | | Positive GM feedback was received | | | |
| Participate in regular GM staff meetings | | | | | | |
| Participate in monthly plant review meetings | | | | | | |
| **Talent Management** | 4 | 5% | No avoidable turnover of "A" players was experienced | | | |
| Conduct performance reviews | | | Performance reviews were timely and thorough | | | |
| Participate in annual People Day | | | Direct reports' development goals were in place and met | | | |
| Mentor and coach direct reports | | | One-on-one meetings with direct reports were held regularly | | | |
| **Oversight** | 5 | 10% | No surprises in year-end audit variances were experienced | | | |
| Oversee physical inventory | | | Appropriate action relative to auditor recommendations was taken | | | |
| Oversee A/P and A/R | | | Positive auditor feedback was received | | | |
| Oversee cycle counting | | | Transactions were processed in a timely, responsive manner | | | |
| Oversee Receptionist | | | Appropriate internal controls were in place and monitored | | | |
| Oversee Accounting Generalist | | | | | | |

The Metiss Group
behavior experts at work

# Creating a Job Scorecard with Stakeholder Input
## Scorecards shouldn't be created in a vacuum

**Get Input from Stakeholders**

- Leader: Expectations & measures
- Direct Reports: Leadership needs
- Peers: Key interactions
- Others: External alignment

**Why It Matters**

- Builds buy-in
- Supports new hire
- Creates accountability

# Using Scorecards in Recruiting & Hiring



**Before the Phone Screen**

- Send scorecard to candidate
- Top talent leans in, poor fits drop out

**During the Phone Screen**

- Ask for their thoughts on the scorecard
- Look for energy and clarity

**During the Interview**

- Ask what they like and what concerns them
- Ask if they have questions about the role
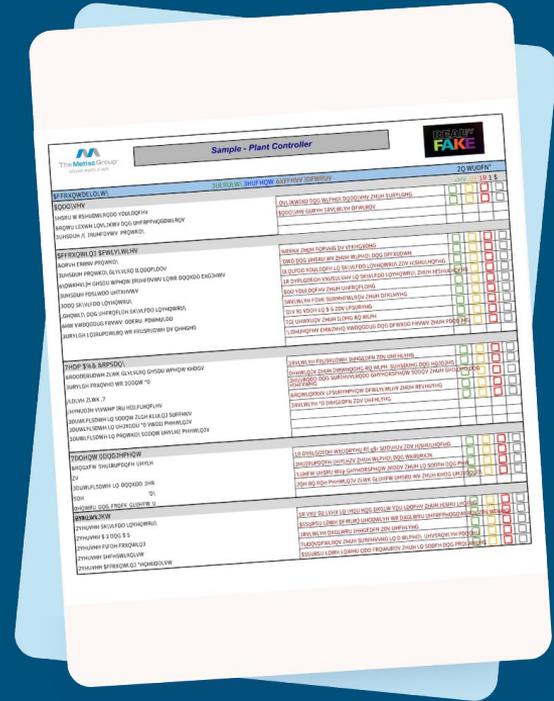- No questions = red flag

# Real-World Success Story

# How to Get Started

- Identify open roles
- Create scorecards
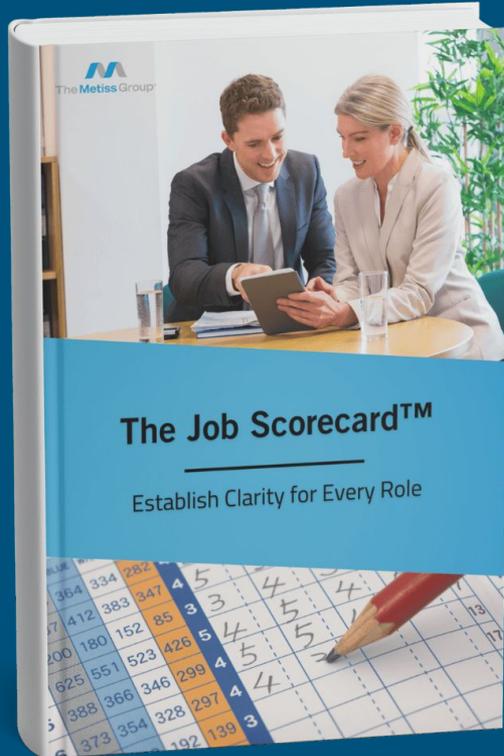- Train hiring managers & recruiters on scorecard usage

# Recap & Key Takeaways

- Why job scorecards matter
- Key steps to creating & using them effectively
- The impact on hiring & onboarding
- Where to find additional resources

# Questions and Next Steps

Give us your feedback, and we'll send you a complimentary download of The Job Scorecard™ Guide

cyndi@themetissgroup.com


john@themetissgroup.com

# Upcoming Webcasts

- April: X-Ray Vision for Hiring: World-Class Diagnostics For Selection
- May: The Greatest Leadership Gift: 360s Give Yourself Confidence and Clarity
- June: EQ for high-potentials
- July: Leadership Essentials