

Bridgeway to Success™

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**INCREASE YOUR
ROS (RETURN-ON-
SELECTION)**

How to Hire Smart – Converging Evidence

For any selection process one obvious objective is to select a candidate who is very likely to succeed. Commit yourself to the principle of *converging evidence*. When evidence gathered from different sources consistently points towards the success of a candidate, the likelihood of success is greatly enhanced.

How do you apply the principle of converging evidence?

- 1. Success Profiling** - For evidence to point towards success, you first need to know what success looks like. *Action:* Outline the outcomes that define success.
- 2. Qualifications Screening** - To "get in the game" candidates must meet the minimum qualifications. *Action:* Ensure minimum qualifications truly are "must-haves" not simply "nice-to-haves".
- 3. Interviews** - Different people at different levels should interview the candidates. *Action:* Ensure interviewers are well prepared regarding the success profile, what to ask and how to ask, as well as how to listen and record.
- 4. Assessment Profiles** - Individual values, attributes, and work style are difficult to assess through interviews. *Action:* Use well-established assessment instruments to determine the "fit" of each candidate.
- 5. Role-Plays** - Saying what you would do is not as powerful as demonstrating what you would do. *Action:* Have candidates role-play difficult "people-situations" such as performance coaching, conduct violations, or terminations.
- 6. Simulations** - Again, demonstration is more valid than description. *Action:* Have candidates perform simulations of key work problems or tasks.
- 7. External Verification** - Appearances can be deceiving even to skilled interviewers. *Action:* Verify all claims regarding education, certifications, employment and performance.
- 8. Process Feedback** - Robust selection processes are constantly evolving. *Action:* Identify gaps between predicted and actual performance of past hires. Use this feedback to modify the selection process.

Getting the right people in the right slots is not easy. Yet the cost of not getting the right people in the right slots can be enormous. Increase your ROS (return-on-selection) by embracing a solid selection process and the principle of converging evidence.

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