HIRING CHEAT SHEET

# Hire Like the Best

From the playbook of
**Max Koz**

Five tools, in order, from writing the job to deciding who stays.

1. Define the job
2. Hire for attitude
3. Find the pattern
4. Get a second opinion
5. Keep the bar high

## 1 DEFINE THE JOB

**Geoff Smart and Randy Street**
The Scorecard, from Who

1. The mission says why the job exists.
2. The outcomes are 3 to 8 ranked results.
3. The competencies say how the person must work.

**THEIR RULE**
Every outcome carries a number and a date.

**FOR YOUR TEAM**
Write the scorecard before the ad, then compare each candidate to it.

## 2 HIRE FOR ATTITUDE

**Southwest Airlines**
Widely credited to Herb Kelleher

| HIRE FOR | TRAIN FOR |
|---|---|
| Attitude | Skill |

**HOW SOUTHWEST DID IT**

1. Employees helped interview candidates.
2. Frequent fliers helped interview for some jobs.

**FOR YOUR TEAM**
Have your best employee interview too, then ask: would you want to work next to this person?

## 3 FIND THE PATTERN

**Smart and Street**
The Who Interview, built on Brad Smart

1. What were you hired to do?
2. What accomplishments are you most proud of?
3. What were some low points during that job?
4. Who were the people you worked with?
5. Why did you leave that job?

**BRAD SMART'S TORC**
TORC stands for Threat of Reference Check. Ask each boss's name and how to spell it. People get honest when they expect you to call.

**FOR YOUR TEAM**
Listen for strengths and problems that repeat from job to job.

## 4 GET A SECOND OPINION

**Amazon**
The Bar Raiser

1. Add an objective third person to the interview team.
2. They assess the candidate and write feedback.
3. They help prepare the other interviewers.
4. They decide with the hiring manager.

**FOR YOUR TEAM**
Have someone who won't manage this person meet the finalist.

## 5 KEEP THE BAR HIGH

**Reed Hastings, Netflix**
The Keeper Test

1. Ask: if X wanted to leave, would I fight to keep them?
2. If the answer is no, part ways quickly.

**FOR YOUR TEAM**
Ask it about every person this quarter.

> "Knowing everything I know today, would I hire X again?"

Netflix culture memo

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Sources: Smart and Street, Who; Brad Smart, Topgrading; Fortune (1994) and Deseret News (1995) on Southwest; Bryar and Carr, Working Backwards (2021); aboutamazon.com; Netflix culture memo.