

The Prediction Problem



Until **1972**, when the modern athletic shoe was invented, people ran in very thin-soled shoes, had strong feet and had a **much lower incidence of knee injuries.**



3/4



3 in 4 hires made are the wrong ones!

46%



46% of new hires fail within the first **18 months**

86%

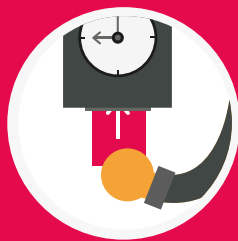


86% of people either miserable or very miserable **at work**



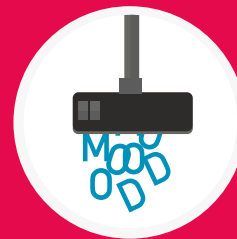
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Linchpins



.....

Presentees



.....

Mood Hoovers



Talent is abundant...
Achievement is scarce.



Total Talent Pool



Has physicality, speed, dynamism

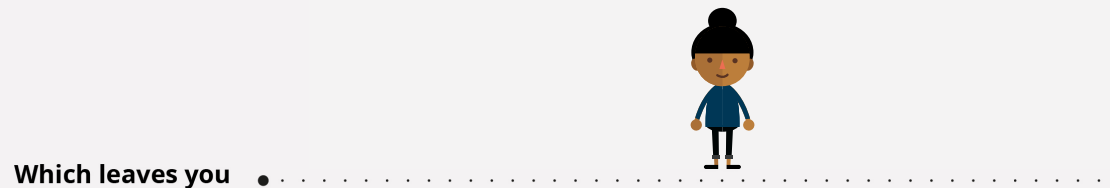
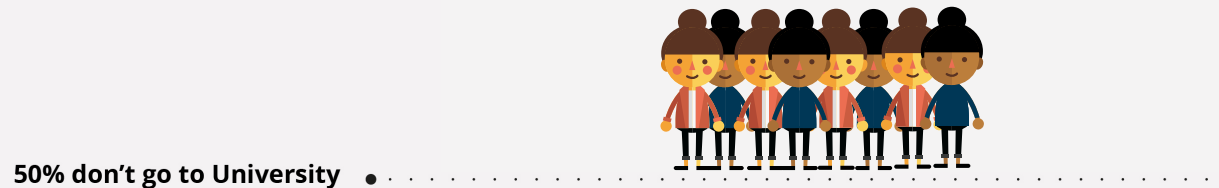
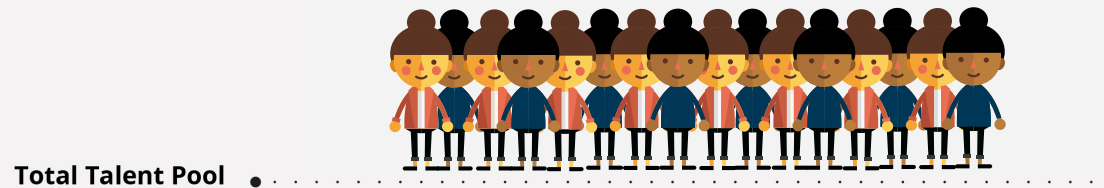


Looks the part



Which leaves you





DEGREE

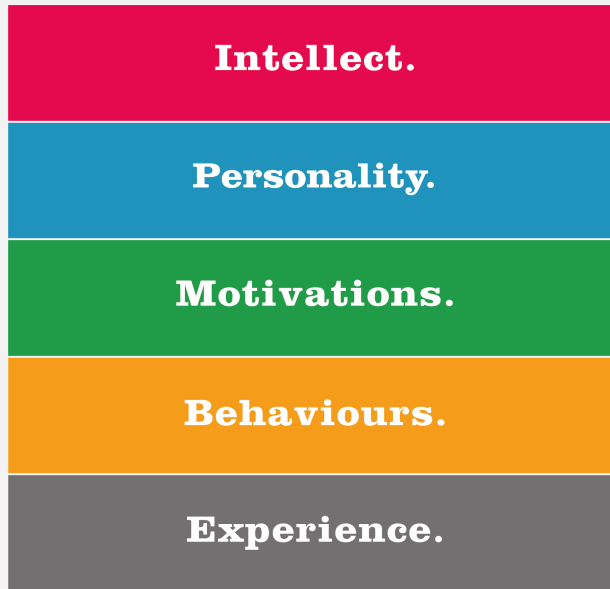
EXPERIENCE

"In our analysis, the school you went to and the previous places you have worked are poor predictors of performance at Google, it's mind blowing..."

Laszlo Block,
Snr VP People Operations,
Google



The 5 Box Model



Change the lens, change the outcome

What the process looked for

- Top university degree
- Top score in IQ test
- Mavericks

What the data showed was true

- No degree
- Bottom score in IQ test
- Conformists


Performance Outcomes

- New hire attrition dropped from 89% to 12%

Change the lens, change the outcome



What the process looked for



- Top academic institution
- Male
- Extraverted

What the data showed was true



- Degree and academic institution inconsequential
- Collaborators
- Challengers

Performance Outcomes



- Hired from 401 new universities
- 35% increase in sales target attainment
- Gender diversity jumped from 20% to 50%

**So what can you
do today?**



Hiring Manager Challenges

They don't get me top candidates

They don't understand the business strategy

I could hire better than most of these guys

Recruiter Challenges

I am unsure what they mean by a top candidate

I have heard multiple versions of the strategy

They have no idea what they are doing!

1. Map your process

1

Step:
Measures:

2

Step:
Measures:

3

Step:
Measures:

2. Answer these questions

1. What does your process measure today?
2. What % of what you measure can you prove predicts performance in role?

Thank You.



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