

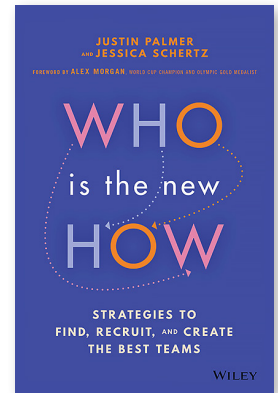


Executive Book Summaries[®]

Who Is the New How

Strategies to Find, Recruit, and Create the Best Teams

by **Justin Palmer and Jessica Schertz**



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THE SUMMARY IN BRIEF

In *Who Is the New How: Strategies to Find, Recruit, and Create the Best Teams*, authors Justin Palmer and Jessica Schertz challenge one of the most persistent myths in modern business: success is built on perfect strategies rather than the people executing them. Across industries, companies still default to *central casting*—choosing candidates who look right on paper, check the standard boxes, and fit a familiar pattern. But as the book makes clear, pattern matching may feel safe, yet it routinely fails to spark the innovation, grit, creativity, and shared purpose that truly drive winning teams.

Drawing on examples from Silicon Valley to professional sports, from NASA’s Mission Control to Fortune 500 turnarounds, Palmer and Schertz show that the best outcomes emerge when diverse thinkers, unconventional builders, and deeply motivated individuals come together with a shared mission. Technology can accelerate hiring, but it cannot replace the human insight required to understand potential, align aspirations, or recognize the unique intangibles that elevate a team from competent to exceptional.

Who Is the New How is a call to leaders, recruiters, and builders to rethink not just *how* they hire, but *who* they seek—and why the future of work depends on getting that decision right.

IN THIS EXECUTIVE BOOK SUMMARY

- Hire beyond pattern matching by assessing curiosity, motivation, and diverse experiences—not just traditional pedigrees
- Build inclusive, multidimensional teams that outperform “superstars” through varied perspectives, skills, and data-informed collaboration
- Balance human judgment with smart technology to create more effective, people-first recruiting and workplace practices
- Foster fulfillment, purpose, and growth to boost engagement, strengthen culture, and sustain organizational performance

CHAPTER 1

Matter of Intention

In Silicon Valley, venture capitalists love to use certain key phrases. When it comes to people, there's one to describe the typical founder that always stuck with us: central casting. A founder that comes out of central casting went to the right school, worked at the right company, presents with the right level of polish, and is a polymath of sorts. It works, so the story goes, because it is the people-version of a more general phrase that dominates thinking: pattern matching.

The only problem is that pattern matching works until it doesn't. Innovation, almost by definition, isn't about matching templates. People who build the next best thing have to be in it for more. They have to love what they do. They've got to be all in. To build a meaningful company, it takes a team—people who crave impact, who aren't just looking to copy and paste, match a pattern, or play a part and who bring curiosity, ingenuity, and creativity.

The best VCs know this. They know the best teams might have some things in common, but outliers are outliers. When you pull from central casting, you outsource thinking about the right team to a template.

There are so many examples where central casting didn't work. But let's talk about a famous one: Quibi.

When Quibi launched in April 2020, it seemed destined to succeed. It rose to No. 3 in Apple's App Store on its first day, had 1.7 million downloads in its first week, and was the 11th most downloaded app of the month. On paper, it was a success.

Quibi was the brainchild of Jeffrey Katzenberg. His accomplishments in the entertainment industry were formidable. Investors jumped at the chance to back his newest venture. Quibi amassed a total of \$1.75 billion in funding. To further secure Quibi's success, Katzenberg recruited Meg Whitman to come aboard as CEO. With her and Katzenberg at the helm, Quibi was a new entertainment company founded, literally, out of central casting.

Just six months after Quibi went live, the team announced it was shutting down. They cited the pandemic, market saturation, lawsuits, and "because the idea itself wasn't strong enough to justify a standalone streaming service."

Sometimes the best person on paper isn't the best person for the job. Quibi was a tech company without a technologist at the helm. They tried to apply known playbooks and people who looked great on paper to start something entirely

different. They started by thinking like a big company first, not the upstart they were.

Industry proficiency aside, Katzenberg and Whitman's shared understanding (or lack thereof) of Quibi's value proposition was the real tipping point. They were out-of-touch with how to create and market a modern platform for the millennial generation. TikTok and Instagram didn't start as media companies. YouTube started as a way for people to publish their own home videos.

It's easy to oversimplify the issues that plagued Quibi—which were numerous and justified—by isolating the shortcomings of executive leadership. We do so to point out the importance of placing the right people, with backgrounds and mindsets that are perfect fits for the company, in the right roles.

Hiring someone is almost always a gamble. Utilizing new and effective methods to find top candidates can mean the difference. Some things cannot be compromised: values, goals, work ethic. Companies work best when each team-mate makes the whole group better.

Great teams also have something else. They need intangibles. Intrinsic motivation that can't be stopped. Ambitious goals. When people are at their best, they don't just take a job—they make it their own.

It all starts with getting real about what you want to achieve and then finding the type of person who's best suited to help you get there.

A Brief History of Standards

Listing job requirements is often as aspirational as it is pragmatic. "Suitable" is subjective. The most common prerequisites: education, job history, location, and diversity. But often it leads to judgment too quickly. Hiring is less like a puzzle than it is an orchestra looking for its magic musician.

From 2010 to 2019, using a college degree as a proxy for job competency eliminated 64% of working-aged adults who did not hold a four-year degree. Today, a growing number of companies are dropping the requirement for a bachelor's degree for many roles in favor of skills-based hiring.

A recent report from McKinsey & Company shows how having a diverse workforce isn't just politically correct—it's smart business. Companies in the top quartile for ethnic diversity are 12% more likely to outperform. There is a substantial likelihood of an outperformance differential 48% between the most and least gender-diverse companies.

What many companies miss is that becoming forward-thinking often requires us to become more human, not less.

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Dig Wider, Not Deeper

When funding new start-ups, investors want to see people who can take a crazy ambitious idea and run with it. Potential trumps pedigree. Hire for “slope over intercept.”

Not everyone fits the mold, or checks all the boxes, or has every requirement perfectly articulated on their résumé. When the fit is exactly right, amazing things happen. But that’s the hard part: the right fit.

CHAPTER 2

Diverse Intangibles

We’ve all heard the myth: The entrepreneurial giants of the world had to fight their way to the top, single-handedly and against all odds. Myths are engaging—we love heroes—and the tale of one person’s trajectory is much easier to understand than that of a group. But success stories about the lone hero are misleading.

When we’re faced with pressure or complexity, it’s often the specific actions and skills of many, as opposed to those of one person, that make a complex endeavor successful—a bunch of individuals who make up a team, and the uniqueness each person brings to the table determines the team’s overall cohesiveness, productivity, and success.

Notice we said uniqueness, not talent. Research shows that groups of problem solvers with diverse viewpoints can outperform groups of high-ability problem solvers. The types of skills that come from different points of view doesn’t just beat raw talent. Diverse teams outperformed the teams made up of the very best individuals.

In today’s work environment, diversity, equity, and inclusion (DEI) is a top business priority. Done well, DEI actively recognizes that these diverse backgrounds, worldviews, ideas, perspectives, and cultural lenses are what influence innovation, efficiency, employee retention, and, yes, revenue.

In 2010, the Miami Heat tried to build a dream team by signing LeBron James, Dwayne Wade, and Chris Bosh. They lost the 2011 NBA finals. So the next year, instead of picking up another star, they picked up Shane Battier. He didn’t run pick-and-roll, couldn’t dribble, wasn’t fast enough, and

didn’t dish out many assists. But despite the obvious weaknesses Battier’s game had, when he was on the court, every one of his teams was statistically more likely to win.

Daryl Morey, General Manager for the Rockets in 2007, noticed Battier wasn’t grabbing huge numbers of rebounds, but he had an uncanny ability to improve his teammates’ rebounding. He didn’t shoot much, but when he did, he took only the most efficient shots. On defense, although he routinely guarded the NBA’s most prolific scorers, he significantly reduced their shooting percentages. Morey could see how the minute-by-minute action of the game tied to outcomes by using data that others couldn’t easily see.

Battier studied the data on the superstars he was usually assigned to guard. He soaked in information like that, and knowing the odds, he pursued an inherently uncertain strategy with total certainty.

When Kobe Bryant was in the game and Battier was on him, the Lakers’ offense was worse than if the NBA’s best player had taken the night off. Battier not only guarded one of the greatest and smartest offensive threats ever to play the game, but he also rendered him a detriment to his own team.

In Battier’s first two seasons with Miami, they won back-to-back championships. His data-based insights on his opponents was a key part of their strategy.

The five players on a basketball team are far more than the sum of their parts. Teamwork combines the individual efforts of each team member to achieve a common goal. And it’s the specific contributions of those individuals that give the team its edge.

The Big Picture

In 1969, NASA’s Neil Armstrong and Buzz Aldrin became the first men to walk on the moon. They wouldn’t have made it off the ground without the support of a massive team. As the Apollo 13 shuttle approached the moon, an oxygen tank exploded. Don Arabian, one of the experts consulted in such an emergency, asked questions and worked alongside colleagues to unlock the knowledge he lacked. The team gathered their supplies: plastic bags, hoses, socks, and duct tape. Little by little, the team’s solution evolved. It worked!

These heroes in Mission Control didn't have experience in space. But they each brought unique skills to the table. All of them had something to contribute that helped make the mission successful. As Kranz said, "I don't care what anything was designed to do. I care about what it can do."

The Case for Diversity

Diversity has become something of a buzzword. Diversity means variety and extends to such lengths as its name implies: a broad variety of racial, ethnic, socioeconomic, and cultural backgrounds and various lifestyles, skill sets, experience, and interests. Numerous studies have shown that diversity, both inherent and acquired, is associated with business success. A recent report found that those in the top quartile for ethnic and racial diversity were 35% more likely to have financial returns above their industry mean.

A study found that racially mixed juries led to more detailed deliberations and fairer verdicts. They were also much more willing to discuss issues of racism.

Prioritizing racial diversity allows companies to adopt different lenses to solve challenges. When Ursula Burns was named CEO of Xerox in 2009, she became the first Black female CEO to ever head a Fortune 500 company. Raised by a single Panamanian immigrant mother, Burns came "face-to-face with racism and sexism almost every day." These significant experiences gave her the gift of grit. During her tenure, Xerox increased revenue by \$5 billion and was named one of the "Top 100 Most Diverse & Inclusive Companies."

CHAPTER 3

State of the Union

We're living in a golden age of innovation. Advancements in artificial intelligence, robotics, cloud computing, blockchain, and algorithmic decision making have changed everything. But there's a catch. It's not a one-size-fits-all solution. When it comes to recruitment, the idea that implementing technology should simply follow a "plug-and-play" approach is overzealous. It's a combination of both new technology and optimizing people's ability to create value through human touch. Recruitment is all about people.

To think that an advancement in artificial intelligence (AI) or technology will change how we hire in one fell swoop is ambitious at best. AI will transform recruitment. Technology will make them superhuman at recruitment. We're in the recruitment business, and our insights revolve around optimizing the balance of people, data, and technology.

Best-Laid Plans

In the southern Chinese city of Guangzhou, restaurant chain Heweilai was going to replace its human staff with robots. Customers would soon deal with artificial intelligence robots programmed to perform all the tasks hosts, waiters, and chefs once did. Patrons flooded the restaurants. They were greeted by a robot that told them a joke; another robot featured a touchscreen; yet another robot prepared the food; a final robot acted as a busboy.

Despite initial intrigue, the robots quickly lost their novelty: special meal requests were lost in translation, drinks and bowls of soup were spilled, dishes were "unpalatable," and the lack of human interaction left guests feeling socially disconnected. The robots' reliability was low, the cost per robot didn't include high monthly costs, and vulnerabilities were causing cybersecurity issues. Within a year, its three "robot restaurants" failed.

Japan's Henn na Hotel opened in 2015 with a staff of 250 robots. But just three years after it opened, the hotel fired half of its robot "employees." The robots often malfunctioned, couldn't answer basic questions, could only travel on flat surfaces, and the robot room assistants would wake guests up repeatedly during the night. The robots weren't able to perform simple tasks that a smartphone could handle, and the droids at reception couldn't understand guests' names or make copies of their passports.

What many companies miss is that becoming forward-thinking often requires us to become more human, not less. Technology can make things more efficient, but that doesn't necessarily mean more effective. Just because you can doesn't mean you should.

CHAPTER 4

On the Shoulders of Giants

There was a great first-mover movement in the early 2000s. The idea was that the initial significant occupant in a given market gained an advantageous and perhaps insurmountable market position just by being first. Sony was the first mover in personal stereos, Coca-Cola in soft drinks, Hoover in vacuum cleaners, and Amazon in online book sales. But it didn't work that way for a lot of other ventures. Dumont led the way in selling TV sets but lost out to RCA and Motorola. Ampex had a commanding position in video recorders until Sony took over. Sidecar was the pioneer of ride-sharing yet Uber dominated. Netscape was the first to market an internet browser until Microsoft's Explorer.

Jobs need to meet the aspirations of people
as much as people need to meet the requirements of jobs. ”

Companies who find long-lasting success do so by identifying gaps and ramping up execution in those areas, finding opportunities disguised as voids and throwing ingenuity and resources into solving those problems. That's what Google did.

In 1998, there were numerous search engines such as Excite, WebCrawler, AltaVista, Lycos, Yahoo!, HotBot, MSN, Ask Jeeves. None had very good search capabilities; they weren't that thorough or user-friendly. They were littered with ads and suffered from spam and relevancy issues. But then Google came along and eclipsed every last one of them.

Google ranked search results using PageRank, assigned each web page a relevancy score, used query expansion techniques, featured a search bar and little else, and understood that a search engine's sole purpose was to get rid of users as quickly as possible. From the get-go, they rebelled against the orthodox view that "stickiness" was crucial. When they tried to sell their technology to Excite, the deal was a non-starter because Excite's CEO wanted users to stay on the site.

It's no wonder Google has proven to be the one with staying power. Its fresh and independent thinking translated to an ever-increasing dominance of the search engine market. It proved the power of prioritizing customer value above all else. Excessive ads, biased or irrelevant results, and chaotic designs were the norm, and we didn't know there was a better way until Google launched.

Circa 1997, MSN, AOL, and Yahoo! added an email service. Inboxes were overtaken by spam and you had to constantly delete emails to stay under the storage limit. In 2004, Google launched Gmail, changing everything: blocked spam, grouped messages into threads, stored 1GB for free, and eventually rolled out Calendar, Maps, Translate, Chrome, Workspace, and Photos. Google tied things together and solved problems we didn't even know we had.

The Office

We think of old recruiting methods in the same way we think of old search engines: not efficient, not user-friendly, and not good at understanding what you're really looking for. Recruitment is historically slow. Employers implemented tools that automate, source, organize, communicate, assess, track, schedule, analyze, and facilitate the process. Many end up creating a recruiting assembly line and are drowning in tool chaos.

Recruitment is about people—their lives, their dreams, their next steps. People are looking for jobs that fit their skill sets, a job with a company that aligns with their personality and lifestyle, and an employer that both appreciates who they are and sees their potential. Technology can aid the process in strategic and important ways, but there are limits to what we can expect it to solve.

CHAPTER 5

The Future of Work

In the 1980s, data science revolutionized the credit market through default probability. Credit offerings were based on whether the applicant had a high or low default probability. Since banks earned income by managing risk, this was considered a logical strategy.

But in the early 1990s, two management consultants, Richard Fairbank and Nigel Morris, started to poke holes. They discovered that large banks were charging everyone a 19.8% annual percentage rate. Banks had a standard for extending credit, preferring people who lived in their homes for four years and had never been delinquent on their payments. They seemed to make no attempt to identify people who had been delinquent but might still be creditworthy.

Fairbank and Morris saw an opportunity for bank profitability using other metrics than just default probability. They recommended a radical idea: rebuild the credit-predictive system. Every major bank they pitched said no. Fairbank and Morris were undeterred. They believed that information technology was powerful enough to do sophisticated predictive modeling.

They finally garnered the interest of Signet Bank. If they could model profitability, they could make better offers to the best customers. It took five years to acquire the appropriate data. They started by conducting experiments where different terms were offered at random. Fairbank and Morris collected the standard data, but also aggregated behavioral data. They slowly built predictive models. Signet started a credit division, the credit card balance transfer became so popular and profitable that the division spun off and became Capital One.

Data Is as Data Does

Today, successful companies use data in significant ways. Netflix analyzes plays, ratings, and searches to identify what types of original programming should be developed. Procter & Gamble aggregates and filters external data. Starbucks utilizes data on customers' request inclinations and purchasing behavior to send out tailored offers. McDonald's uses real-time variables, weather, time of day to change the digital menu boards in the drive-thru, Amazon analyzes customers' purchasing patterns. The US Women's Soccer Team uses heart rate sensors and GPS systems to monitor performance.

Data can shed light on almost every aspect of an organization or industry and play a crucial role in providing value to both companies and consumers. And with how accessible all of this information has become, it's no wonder data crunching has become the cornerstone that it has. The recruitment industry is no different; data is increasingly being used in every part of the funnel.

Software Eats Recruiting

Treating humans as data points can be positive or negative, boiling them down to just a few key numbers is a huge miss. We can learn so much about people, but only if we approach it in the right way.

Connectivity is lacking in recruitment today. What people are looking for is always changing. Our lives are impacted by everything from technological advances to market shifts, environmental conditions to political unrest, social justice standards to global pandemics. These consequential factors directly influence our priorities, choices, demands, and expectations. Humans can't comb through profiles to find the important features. AI misses nuanced things that make someone a viable option.

There needs to be a solution that bridges the gap. There needs to be machine learning coupled with clever product parameters, lots of good data, clearly defined problems, careful decision making about what and how to automate, and great software experiences around these constraints. There needs to be a complete end-to-end recruiting platform designed to put people first.

CHAPTER 6

The Culture Crutch

On average, Americans spend 90,000 hours at work over a lifetime. That's a huge chunk of our lives, and only trumped

by the number of hours we spend sleeping. Not only do we spend more than one-third of our waking hours on the job, but we all know how jobs have a way of bleeding into every aspect of our life, significantly impacting its overall quality.

A recent study by PwC showed that meaning and fulfillment at work is the new standard employees expect of their work experience. When thousands of employees were asked if they felt fulfilled at work, 49% of them answered no. Yet when those same people were asked whether or not they felt it was possible to be fulfilled at work, 96% said yes.

Recruiters are no different. Ask any recruiter, and they love the satisfaction of helping someone find their next new thing. Companies grow through their people, and recruiters are key representatives of the company. They need to take the time to figure out what's best for everyone. The clear separation between people knowing it's possible yet being unable to achieve it is distressing at best.

There's a saying in the ad world: Don't tell me how good you make it, tell me how good it makes me when I use it. Too often, company culture works the same way. Candidates are lured by the promise of how much better their lives will be once they're hired. But what happens afterwards? They quickly realize that 95% of their time is spent doing work, and only 5% of their time is spent playing Ping-Pong while drinking a beer. Toys lose their charm, the fluff wears off, and the work matters. The key parts of what makes a team work well together need to be there.

The Culture Deck

Netflix has been one of the most sought-after places to work. CEO Reed Hastings and his colleagues created the simple PowerPoint presentation to explain its management philosophy, including how the company shaped its culture and motivated performance. Netflix offered unlimited vacation days, uncapped expense accounts, an open-ended parental leave policy, and no micro-managing. The premise of its approach was that high performers didn't require hand-holding; the higher the quality of the workforce, the less the need for rules. Netflix viewed its employees as members of a pro sports team—as opposed to a family—in which every player had to be a star performer or they'd be cut.

In 2021, cracks began to show. Critics were vocal with their disapproval over what they perceived as transphobic and homophobic comments. Netflix employees did not feel heard—where does Netflix draw the line between commentary and hate speech.

Who you have on your team is the most imperative yet under-appreciated determinant of growth and success.

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Days passed and questions remained unanswered, instead co-CEO Ted Sarandos wrote an internal memo, “If you’d find it hard to support our content breadth, Netflix may not be the best place for you.” Sarandos later acknowledged he “screwed up that internal communication” and “should have led with a lot more humanity.” Company morale was at an all-time low, support from the LGBTQ community waned, subscriber rates fell, and Netflix’s stock price slipped.

The Perks of Being a Worker

There are so many ways that companies try to keep employees happy. Back then, fringe benefits consisted of paid vacations, pensions, and the occasional company car. By 1980, benefits expanded to meals and lodging, dependent care assistance, and parsonage allowances. In the 1990s, companies offered perks like club passes, employer-paid legal help, errand runners, and stock options. Many tech companies followed suit. These perks transformed the face of work but do not solve the root of what people want.

Today, employees are more socially conscious. People want to work for companies that positively contribute to society. Companies like Coca-Cola and Ameritech offer donation matching and time off to volunteer. Others like Clif Bar and Honest Tea have a bike to work program. Nike and Apple have pledged to “go green.” DHL upgraded delivery trucks to hybrid vehicles. Patagonia donates 10% of its profits to environmental causes.

Another thing employees want: flexibility. The pandemic fundamentally changed what people were looking for. Nearly a third of workers sought a new job because their workplace didn’t offer flexible work opportunities; 80% said they would be more loyal if they had flexible options. Companies like Hubspot, Vistaprint, and Twitter now let employees choose how and where they work.

Fulfillment—we all want it, chase it, and some even claim they’ve found it. For many, fulfillment means pleasure and satisfaction. Others define fulfillment as the completion of a goal or a promise. To us, fulfillment doesn’t mean momentary happiness or the accomplishment of something. Fulfillment is about engaging every part of yourself in pursuit (not achievement) of a goal; it’s about doing work that you enjoy and that grows with you over time.

CHAPTER 7

A Human-Centric Workforce

Businesses thrive when work is a source of fulfillment for employees, and fulfillment emerges when great teams come together for meaningful work and growth. Fulfillment, meaningful work, and growth are personal benchmarks; they mean different things to different people.

Whether you call the recent tectonic shifts in our job market the Great Resignation or the Great Reshuffling, they reflect widespread disenchantment with the role work plays in our lives. Jobs need to meet the aspirations of people as much as people need to meet the requirements of jobs.

Aspirations are what get us up in the morning and keep us up at night. Imagine if a candidate’s aspirations were taken into account during the hiring process. Who can this person become within this role? Will both parties benefit from the employer-employee relationship? Is there a shared sense of purpose? It prioritizes alignment as a crux of the hiring process, decreasing the odds that companies and candidates discover they’re mismatched after the fact. It looks at them not as a resource or a problem, but as a source and an engine.

The Frontliners

Best Buy had been on a steady decline for nearly a decade. After CEO Brad Anderson stepped down in 2009, Brian Dunn succeeded him and attempted to reverse course, but stores fell into disrepair, the staff grew complacent, sales dropped, and the stock price slid. Dunn ultimately resigned following reported indiscretions.

By the time Hubert Joly became CEO in 2012, the company had just posted a staggering \$1.7 billion loss in its fiscal fourth quarter, and Best Buy’s stock fell 10% on the day he took over.

Joly had no retail experience. Stakeholders encouraged him to cut costs, close stores, fire a bunch of people—but Joly said no. He needed to change the company’s approach to managing its people.

When he became CEO, he gave up the executive suite, reinstated employee discounts, and worked in stores for a week—complete with blue shirt, khakis, and a badge that

read “CEO in Training”—so he could spend time with the staff, whom he called the “frontliners.” He heard from store managers about how stressful it was to be expected to measure 40–50 KPIs and from employees about how deflating it felt to speak with a customer for 30 minutes to only have them leave empty-handed.

Following these insights, he decided that the overarching question—*how do we get revenue and margins to go up instead of down?*—was the wrong question. He felt that the fate of the company came down to a different question: *How do we become more human?*

The way forward was obvious and as simple as Joly’s plan itself: *We’re going to treat each other as human beings and treat customers as if we’re their inspiring friend.* Customers didn’t want salespeople; they wanted someone who could patiently and knowledgeably guide them to the best technology products for their needs.

Joly’s people-centric turnaround included far more: he offered more benefits like behavioral health coverage and wellness programs, started an intramural sports league, and invested in the engagement and proficiency of the sales associates through one-on-one coaching. When Joly stepped down in 2019, Best Buy had posted five consecutive years of sales growth and its stock price had quadrupled.

The Proposition

An employee value proposition (EVP) represents everything of value that the employer has to offer its workers. It’s a statement of intent packaged as a mutually beneficial covenant, but it can only be a win-win situation if the EVP of an organization matches what someone values. EVPs have long been managed by the same three principles:

- who (employees)
- what (exceptional employee experience)
- how (delivering features that match employee needs)

As Dr. Serena Reep says, “Concentrate on the soil.” Concentrating on corporate soil doesn’t mean providing “more stuff.” It means ensuring they feel connected to the worth of the work itself. Worth can be found across every sector, organization, role, and task.

Unhappy employees are bad for business. Monetarily, they cost companies \$550 billion each year. But happy, engaged employees? They perform better on nearly every metric—they’re three times more creative, 37% better at sales, 19% more accurate when performing tasks, and benefit from myriad health and quality-of-life improvements.

When work is a source of fulfillment, employees’ aspirations are in line with the work itself. Productivity and engagement go up. Teams are united. Businesses flourish and industries thrive.

Jobs need to meet the aspirations of people as much as people need to meet the requirements of jobs. Recruiters tap into this dynamic at the first point of contact—the hire. Finding talent has never been easy, and it’s harder than ever today. Talented people aren’t breaking through to the work they most want to do, and companies aren’t finding the candidates who best align with their missions.

The current hiring market is competitive, expensive, and doesn’t result in either party reaching their full potential. Yet everyone’s still relying on the same, outdated recruitment processes that only perpetuates the widespread dissatisfaction.

Conclusion

In a business world that focuses so much on the *how*—five-year plans, strategies, projections, marketing, product differentiation—far too few focus on the true foundation of a successful operation: the people. *Who* you have on your team is the most imperative yet under-appreciated determinant of growth and success. The only *how* that’s applicable here is how you’re going to find them.



Justin Palmer is the CEO and Founder of Teamable, a talent software company dedicated to helping organizations build great teams. A former AI and machine learning researcher, data scientist, and start-up advisor, he brings deep technical expertise to the future of recruiting. Justin led the company for six years, growing it from an idea to a multimillion-dollar business with more than 100 teammates. Under his leadership, Teamable's world-class AI sourcing platform scaled to power recruiting at over a thousand companies. He remains driven by a passion for innovative technology, strong teams, and products that elevate how people work together.



Jessica Schertz is the Chief Operating Officer of Teamable, where she sits at the intersection of data and people to build products and teams that thrive. Passionate about using technology to create equitable opportunities, she focuses on translating insights into tools that strengthen connections and drive impact. Jessica is known for taking ideas from 0 to 1, leading globally distributed teams, and wearing whatever hat the work requires. With a builder's mindset and a deep commitment to the people who use her products, she brings clarity, momentum, and heart to every challenge.

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