SECOND IN COMMAND CLUB · LESSON 2 TOOL

The SCRIPTS Hiring *Framework*

A seven-step hiring process built specifically to find Drivers, not just capable employees.

"Hire slow and fire fast" isn't just wisdom; it's a system. The SCRIPTS framework is a seven-step hiring process built specifically to find Drivers, not just capable employees. Every step is designed to uncover evidence of the two essential traits, service and growth, while protecting against the three most common pitfalls: looking for the wrong thing, moving too fast, and keeping the wrong person too long.

S — Set the Standard

Before you look at a single resume, define what success actually means in this role. Write a hiring scorecard with three components: the purpose of the role (why it exists), three to five key accountabilities (the outcomes that define winning), and the non-negotiable competencies (what they must bring pre-installed). Hiring without this is building without a blueprint.

C — Capture Talent

Great Drivers are rarely actively looking. Build a constant bench, a running list of people you have noticed doing excellent work, leaders you have had meaningful conversations with, people already on your team who may be in the wrong seat. Proactive talent capture means you are never hiring from desperation.

R — Run the Interviews

Use a four-stage process. First, a structured phone screen to test follow-through and communication. Second, send the Driver Spectrum to everyone who clears the screen, run it before you talk again, so the results give you something to probe rather than something to file. Third, an in-depth interview using behavior-based questions to uncover real-world evidence of service and growth, with the assessment results in front of you. Fourth, a group interview where your existing team assesses cultural fit, without your influence in the room.

I — Integrate the Reality Test

Before making an offer, give the top candidates a short, contained task that mirrors the actual work of the role. A real-world test reveals capability and work style better than any interview. Keep it focused, give all candidates the same test, and watch how they approach it, not just whether they complete it.

P — Probe Past Performance

References are not a formality. Ask your top two candidates to schedule reference calls for you, from a former manager, a peer, and a direct report. The way they handle this request tells you something. On the calls, ask targeted questions and always close with: 'Who else who has worked with this person should I speak with?' Go off-list.

T — Trust the Scorecard

When decision time arrives, return to the scorecard you built in Step 1. Score each finalist objectively against the three components. Factor in your assessment results, reality test performance, and reference feedback. Let the data carry the weight. Gut feelings matter, but they belong in a conversation with data, not instead of it.

S — Seal the Deal

Reach out personally. Follow with a warm, clearly-worded offer. Include a deadline. Make the experience of receiving this offer feel like the beginning of something significant, because it is. The way you make someone feel when they join sets the tone for everything that follows.

Both Perspectives

DREAMER PERSPECTIVE	DRIVER PERSPECTIVE
The SCRIPTS framework is your protection against the most expensive mistake you can make: hiring the wrong Driver. The cost is not just financial. A misaligned second-in-command moves your mountains in the wrong direction and may not tell you when they are doing it. Use every step. The Dreamers who skip the reality test and the reference calls because the candidate seems right are the same Dreamers who have to start over in six months. The process is the protection.	If you are a Driver working through a process like this, two things matter: your consistency and your transparency. Show up to every step as if it is the final step. The candidates who take the phone screen as seriously as the group interview are the ones who look the same on Day 1 as they did in Week 1 and in Month 6. And if you have reached a point where you can influence the hiring process in your business, use SCRIPTS. A Driver who builds a team of strong people around the Dreamer is a force multiplier in the truest sense.