

# How to Effectively Evaluate Candidates to Get the Right Fit

## A tactical approach to find the right match for your team



- Count the resume as the first impression.
  - Reviewing resumes can be daunting. Try making quick glances and sorting into two piles "go" and "no-go". Specifically, look to answer the following questions:
    - Can I quickly digest what is here and is it well organized? If you can scan, can you get the gist?
    - Is there entirely too much information? Regardless of years of experience, this is not meant to be a book. More than 2-3 pages is too many.
    - Do you get a sense of who they are with your scan? Meaning, does it feel like a templated resume or something they actually considered?
  - Layout is important, but this doesn't necessarily mean it has to be well designed. Being well laid out means that you can scan and get a sense of what is there. What do you take away if that is not the case? The inability to tell the story of who someone is in a compelling way that you can connect with authentically.
  - How people show up in a resume as the first impression tells you how much they care about the following elements/how well they can deliver:
    - Attention to detail.
    - Consideration of what you as the hiring manager want to see/read. This is not an opportunity to tell every single thing about ones self and career. This is the time to respond in time to the job description.
    - Understand what the candidate uniquely offers. Standing out is so important.
    - Ability to make an impact. Are they results-oriented?
- Conducting the first interview with the right mindset.
  - Too often we see people focus on "ticking the boxes" of skills and experience in interviews. While we will admit there are some technical industries where previous experience and skills/training are a must, more often than not, these things can be taught.
  - We are big fans of hiring for aptitude. What does this mean? It is more of the traditionally defined "soft skills".
    - Do they make eye contact, have a firm handshake and have an air of confidence?
    - Do they present well- again, the resume is the first impression, but this is the first in-person one. Are their clothes pressed? Are they dressed appropriately to the environment?
    - Are they able to give you an "elevator speech" of their experience?
    - Can they carry a conversation?
    - Do they have answers at the ready?
    - Do they have questions ready for you?
- Hiring is a team effort. Treat it as such.
  - Even people great at hiring candidates have blind spots, or simply a perspective skewed to be based on their role vs. that of the broader organization and team. Not to mention, in our minds, nothing is riskier as it relates to the culture of the team than bringing someone in that has not actually MET the team.
  - This does not mean each person in the company needs to meet with the candidate (unless it's a team of 4-5 for example) but think of those who are a "gate to pass" or the "culture police". Just ensure each person in the interview plays a role in the organization. Then listen to the feedback, internalize it, and take it seriously. In other words, don't ask if you don't want to hear the answer.
- Use the offer as a final confirmation.
  - A lot of people "tap out" when it comes to the point of the offer. Meaning, their job is done, we want this person, and that is that. Enter HR and the conversation about the numbers and the package. We disagree here. This is another area of opportunity to assess the person's negotiating skills and overall character. Is their ask outlandish? Are they able to assert themselves and stand up for what they believe they are worth in a respectful way? Do they shy away from the discussion about money entirely? This is another point in the process. There is no reason you cannot rescind an offer. You have not entered a contract yet.
  - It is not easy to counteroffer or have the discussion about what you think you are "worth". And this is not a "if they don't counter we pass" situation. But candidates that counter vs. ones that just accept can make you feel differently. There is something to be said for taking on the challenge of this situation and managing oneself in an assertive way.
  - This is not a place to tap out. Watch the behavior. Observe the responses. Assess whether what you have believed to date is still true.