How do you know if you're getting enough applicants? How many people to move forward through each step?
- 24 applicants
  - Can acknowledge all applicants
  - Consider blocking the names when doing scoring
- 12 phone screenings
  - Do not screen everybody
    - Good for those curveball candidates that you go back/forth on
  - Can do as apps roll in
  - No more than 30 mins
  - Not about building a relationship
  - 4 consistent questions for every candidate
    - Career goals and how does this fit in
      - Listening for anything not aligned w/ what want and need
    - What are you good at professionally
      - Chance for someone to tell you about strengths and does it align with competencies
    - What are you not interested doing professionally
      - Greatest weakness has cookie cutter answer, avoid that response by reframing the question, safer question for people to answer that is more honest
    - Who were your last 5 bosses, how would they rate your performance
      - List
- 8 initial interviews
  - 6 semi-finalists / final interviews if needed
  - Yes, check references
  - Could consolidate these components into 1 long interview, but you could include others in the interview process to divide and conquer these 2 parts
  - Career Walk
    - Dig into someone's work exp. And understand it
    - Walk you through their resume, what were you hired to do for that job, accomplishments, low points, who did you work with and what did they say your growth areas are
    - Manager level, teams you inherited and why you left
    - Rather than someone giving you a generalized marketing pitch of career, getting into the details of what they did "am i seeing evidence here that they can handle the work responsibilities that i'm talking about"
      - Not looking for 1 to 1 compared to job description, but that they can fulfill the competencies
    - Focused Interview
      - Focused on the competencies
      - open ended questions like relationship management ability

- - Tell me about a time when you had to activate a relationship to get $ or a resource: how did you do it? What did you learn?
    - This is where bringing colleagues in works really well.
    - Tell me about a time you failed
    - Startup questions
      - Tell me about a time you receive vague or unclear instructions and how you managed it
      - Self starter aspect, communication style, how they solve problems
- Reference check questions
  - Before making an offer
  - Phone preferable so you get verbal cues
  - It's okay to go back if you don't feel their references are helpful -- maybe i should specify we want professional references in the app. Or maybe we dont need to ask for references until interview stage
  - Ask about strengths
  - areas of improvement — compare alignment from interview to reference
  - How would you rate their overall performance from 1-10
  - They said they struggle with X, what is your experience with them and this issue?
  - lukewarm/ambivalence/etc are red flags
  - What do i need to know about how to most effectively manage them?
    - How they are as a colleague but also how to support them
  - Would you hire this employee again if you had the need/chance?
  - What if the reference is bad? Consider discussing concern w/ candidate, especially if they're a top candidate
- Red flags 🚩
  - When someone can't address gaps or transitions in career
  - Overqualified and asking about advancement, this person may not be happy in the job we have to currently offer
  - Jumping from job to job could be a potential red flag but not necessarily, ask the career walk questions
- How to talk about salary generation
  - Normalize it - this is typical for revenue roles
  - Make it clear they are part of a team
  - During interview - make it a question you ask - like, are you comfortable with that?
    - Tell me a time you operated under uncertainty

- - - ■ Scoring items:
        - Make sure they are a culture fit
        - Are they empathetic? A good listener? pc/aware, would fit in with team
    - ○ 3 amazing finalists

Resources
- The book "Who" is helpful especially for attracting diverse candidates