From Interview to Offer: Creating an Exceptional Candidate Experience in the ‘New Normal’ Era
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Who We Are

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Agenda

• The advantages (and weaknesses) of video interviews
• Running a successful video interview process
• Drilling down into core competencies and requirements (including cultural fit)
• Ensuring evidence-based decision making
• Building strong relationships *online*
Society

Video Interviews

- zoom
- skype™
- Microsoft Teams
- BlueJeans
- Cisco webex
- Google Meet
Video Interviews

✓ More authentic and intimate
✓ Easy and quick to organize
✓ Free (or at least *cheap*)!
✓ Can reveal how candidates handle new situations

✗ Goes against the grain of human evolution
✗ Time delays and tech issues
✗ Potential for fresh access concerns
Checklist: Planning Phase

• Are you crystal clear on the process that will be followed?
• Is everyone prepared to make an appointment ‘virtually’?
• How will the interviews be structured?
• Who will be involved and is the panel size for each session manageable?
• Who will chair each session?
• Who will asking which questions?
Checklist: Pre-Interview

• Pick a suitable video platform (but also have a backup plan in case of technical issues!)
• Send a diary invite to all participants with the connection details clearly stated in it
• Confirm who will be involved and if there’s anything they need to prepare in advance
• Ensure you have any files you wish to present/share easily to hand
• Check your environment and lighting
Checklist: The Interview Itself

• Make sure everyone has been able to join successfully and then introduce everyone
• Ask panel members to rename themselves if necessary
• Ask anyone who isn’t visible to change location or lighting
• If audio quality is an issue, mute everyone who isn’t speaking
• Keep the panel online at the end
Checklist: Post Interview

- Ensure extra hand-holding and further video conversations during the offer phase.
- Make a detailed plan for on-boarding with the successful candidate, ensuring:
  - they receive any necessary computer hardware before their first day;
  - that they have a structured opportunity to meet all key stakeholders;
  - that there is unstructured time allocated as well!
Robust Candidate Assessment

• Your interviews need to drill down into the core competencies and requirements of the role – the key traits needed for success
• This includes cultural fit
• But cultural fit needs to be *defined*, otherwise it can be abused and end up working against your DEI goals
Why is Cultural Fit Important?

• It attracts talent
• It drives engagement and retention
• It impacts happiness and satisfaction
• It affects performance
Example: Simplify

THAT’S BEEN ONE OF MY MANTRAS – FOCUS & SIMPLICITY. SIMPLE CAN BE HARDER THAN COMPLEX; YOU HAVE TO WORK HARD TO GET YOUR THINKING CLEAN TO MAKE IT SIMPLE.

STEVE JOBS
Example: Four Traits

Other Examples
- Positive Attitude
- Collaboration/Teamwork
- Goal-Orientation
- Flexibility
- Dependability
- Integrity
- Organization
Example: Communication

• “If you can’t explain it simply, you don’t understand it well enough.”
  Albert Einstein
Example: Get Stuff Done (GSD)

• “You can’t be that kid standing at the top of the waterslide, overthinking it. You have to go down the chute.”
  
  Tina Fey
Example: Intelligence/Creativity

• “The measure of intelligence is the ability to change.”
  
  Albert Einstein
Example: Domain Experience

- “Know your business and industry better than anyone else in the world. Love what you do or don’t do it.”

Mark Cuban
Example: Recap

- Communication
- Get Stuff Done
- Intelligence/Creativity
- Domain Experience
Evidence-Based Decision Making

• Look for evidence, not just likeability
• Consider asking them to complete an exercise or to submit a writing sample/portfolio
• If you’re struggling for fresh lines of enquiry, consider deploying psychometrics
• Get them to tell you who their referees will be in advance
• Always follow up fully on references
Remember to Probe

• Push for answers
• If something smells fishy, slam on the brakes until you’ve got to the bottom of it
• Probe them around their low points, not just their accomplishments, and be clear on why they left each job
• Look for patterns
How to Probe

• Use the ‘Three Ps’ to establish an objective yardstick:
  - Previous
  - Plan
  - Peers

• Don’t settle for half an answer:
  • “What do you mean?”
  • “Can you unpack that for me?”
Building Stronger Interview Relationships

• Brand yourself effectively
• Be aware of your environment/background
• Give yourself space
• Posture & eye contact
• Keep the panel online at the end
• Make it personal
JUNE 16 @ 1 p.m. EDT
Vision 2020 Plenary: Poverty in the US and implications of COVID-19 in developing and delivering innovative service responses

June 9 @ 1 p.m. EDT
Vision 2020: Return on Mission: Leveraging Technology for Visibility, Insight, & Investment

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