



NETWORK
of Jewish Human
Service Agencies



**From Interview to Offer: Creating an Exceptional Candidate Experience
in the 'New Normal' Era**

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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*



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Video Interviews

zoom

skype™

Cisco
webex



Microsoft Teams

BlueJeans



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



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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!

An aerial photograph of a city street, showing several cars in various colors (yellow, white, blue) moving along the road. The street is lined with buildings and sidewalks. The word "Society" is overlaid in white text on the left side of the image.

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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



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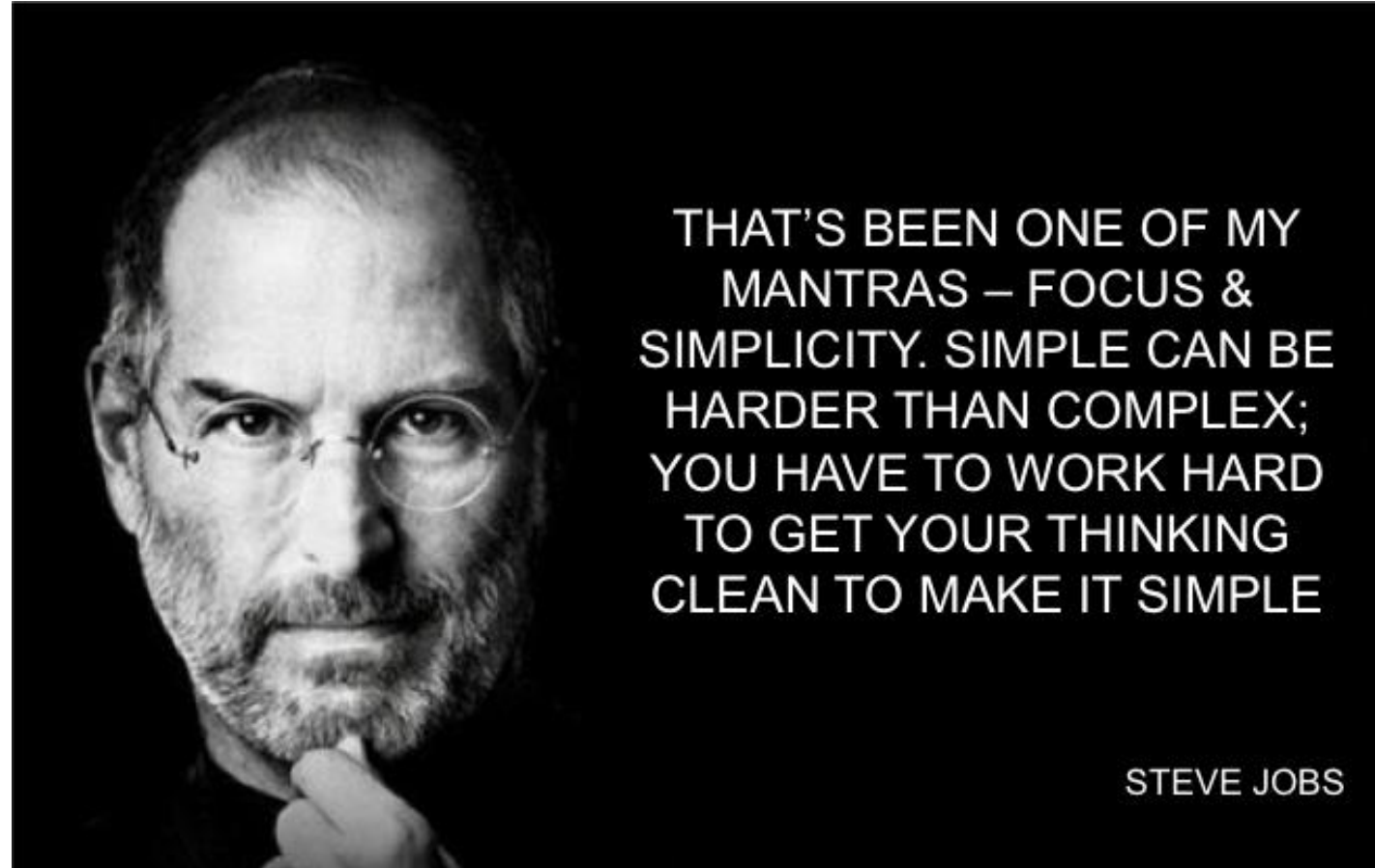
Why is Cultural Fit Important?

- It attracts talent
- It drives engagement and retention
- It impacts happiness and satisfaction
- It affects performance



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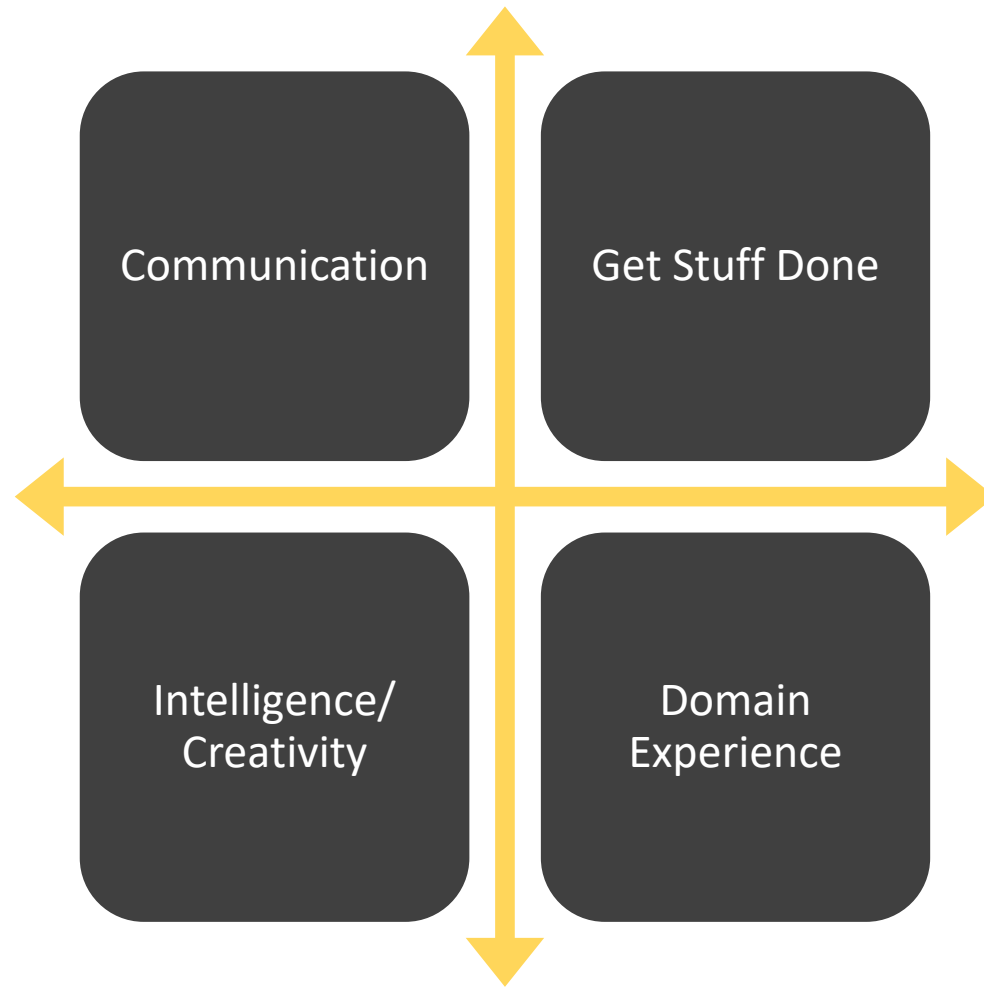
Example: Simplify





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Example: Four Traits

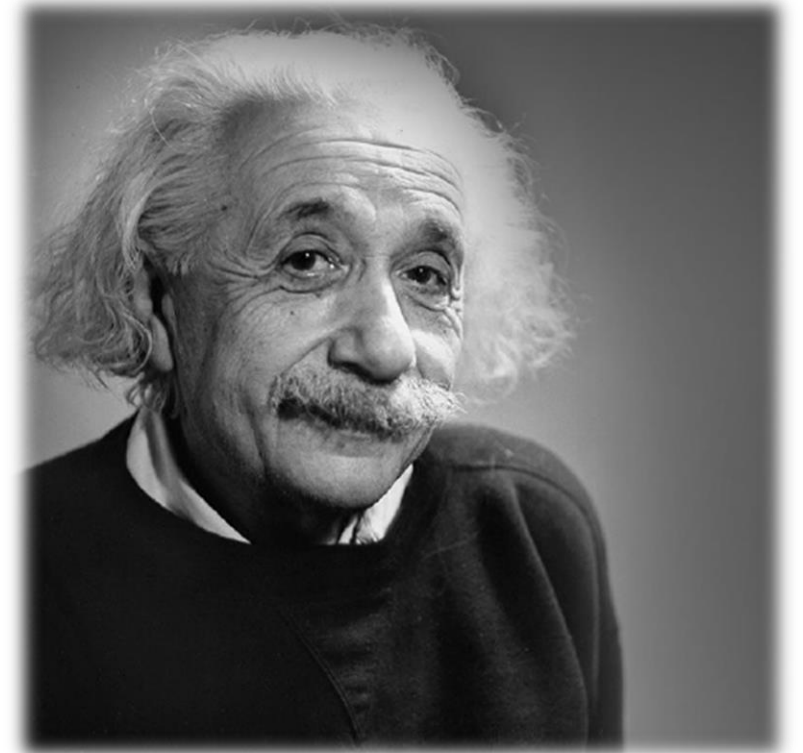


Other Examples

- 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



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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

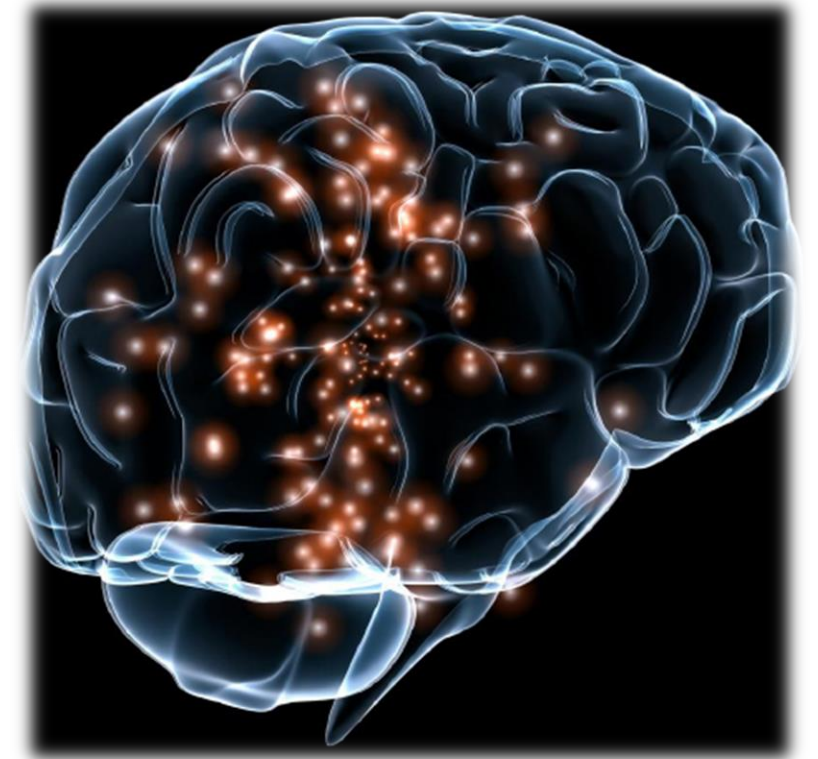


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Example: Intelligence/Creativity

- *“The measure of intelligence is the ability to change.”*

Albert Einstein



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Example: Domain Experience

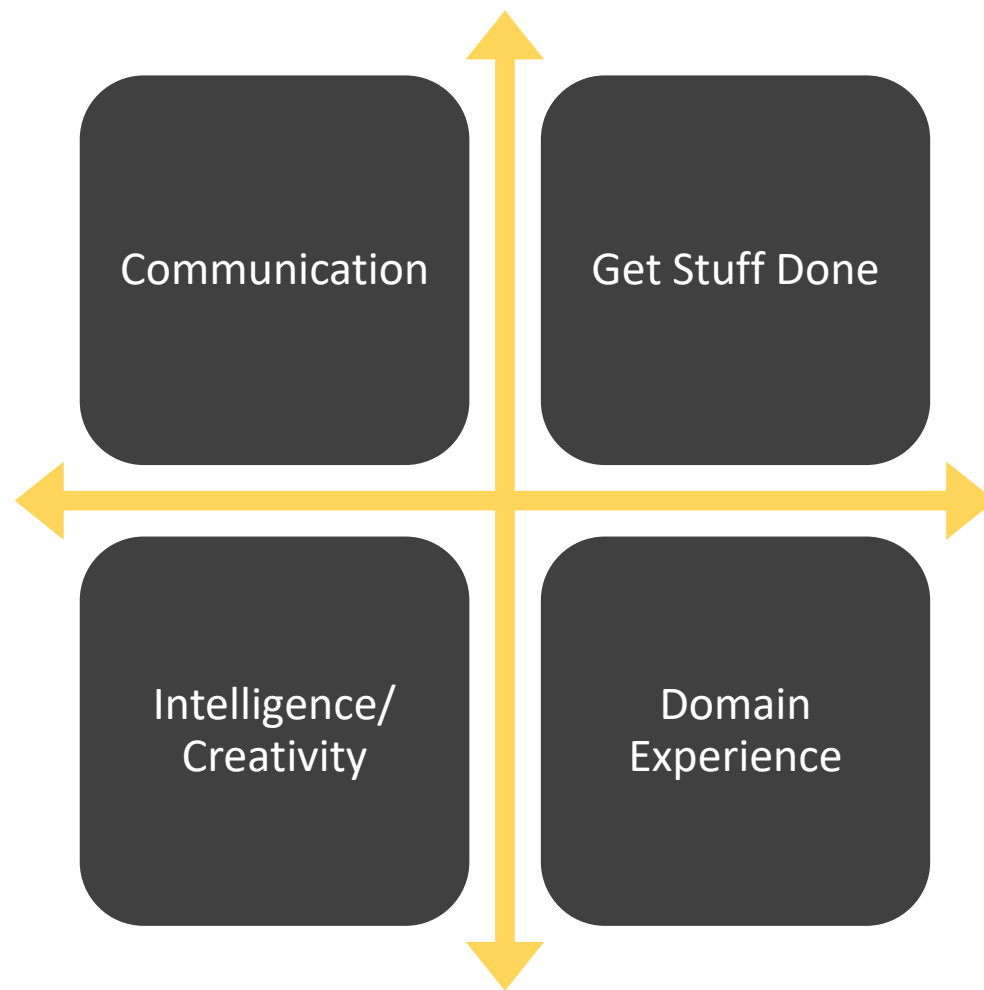
- *“Know your business and industry better than anyone else in the world. Love what you do or don’t do it.”*
Mark Cuban





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Example: Recap



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?”*



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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



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Upcoming Offerings

June 9 @ 1 p.m. EDT

**Vision 2020: Return on Mission: Leveraging
Technology for Visibility, Insight, & Investment**

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JUNE 16 @ 1 p.m. EDT

**Vision 2020 Plenary: Poverty in the US and
implications of COVID-19 in developing and
delivering innovate service responses**

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Registration links can be found in our newsletters or on our website: <https://www.networkjhsa.org/>.