



HOW WE HIRE

KNOW WHAT YOU WANT

HOW TO WRITE A PERFORMANCE PROFILE

“There is no such thing as a great CEO, a great head of marketing, or a great head of sales. There is only a great head of sales for your company for the next twelve to twenty-four months. That position is not the same as the same position at Microsoft or Facebook. **Don't look for the candidate out of central casting. This is not a movie.**”

- Ben Horowitz, The Hard Thing About Hard Things


MOST JOB DESCRIPTIONS KIND OF SUCK

Pull one up. Most of them kind of look the same. Long, disorganized lists of qualifications, experience, education, and (sometimes relevant) skills. They aren't compelling or clear, and they certainly don't help hiring managers distinguish good candidates from bad ones.

Many are exclusionary. As Lou Adler says in his excellent book, [Hire with Your Head](#), "Qualifications-based job descriptions inadvertently exclude strong candidates with related, but not identical, experience. They also overvalue factors (i.e., skills, level of experience) that have been shown to be misleading predictors of success." Vague job descriptions leave hiring managers out on their own to make decisions about who fits the role and who doesn't, allowing unintended biases to creep into the hiring process.

Most leave most candidates wanting. The best candidates don't look for work based on years of experience and random qualifications- they look for work based on what they will actually own, learning, and accomplishing. Traditional job descriptions aren't specific enough for people to know what they will actually be doing on the job. That leaves candidates feeling bored, confused, and less excited about joining your team.

Performance Profiles break a job down into 3 basic parts



Chief Revenue Officer - Profisee

Mission – Why We Exist, What We Do, and Why We Need You

We started Profisee to enable every organization to achieve their mission by harnessing the ever-growing universe of Data that is transforming the way in which we work and live. Our Master Data Management software helps organizations realize the full potential of their data by enhancing incomplete information, correcting duplicate or “bad” records, and continually harmonizing data in disparate systems, creating a trusted foundation of a company’s most critical information.

The Chief Revenue Officer (CRO) is a newly created role that will be the senior executive of all sales functions, which includes Direct Sales, Alliances, Indirect (VAR) Sales, Sales Operations, Customer Account Management, Pre-Sales and Value Consulting functions for Profisee on a global basis. You will be responsible for driving strategy and execution of all sales initiatives and will ensure short- and long-term revenue expansion. You will critical in helping lead the company to meet revenue, growth and profitability targets, as well as aspects of the company’s product marketing, messaging and potential M&A opportunities. As CRO, you will serve as a collaborative member of the senior leadership team and work closely with the entire Profisee Leadership Team including the company’s board and private equity owners. The CRO reports directly to the CEO of Profisee.

Objectives – The Problems You’ll Solve

- In your first 3 months, onboard, get up to speed and provide diagnostic and areas for improvement within the sales organization:
 - In your first two weeks, meet with all key business leaders to understand where we are as a company, what we’ve been focused on and how you can contribute to scaling our growing business
 - Meet with our customers (and the Profisee employees that know them best) to determine their competitive alternatives, our unique features/capabilities, the value we provide for customers, and “who urgently cares” about the value we can deliver
 - Identify the soft spots in our sales and marketing processes and how to improve them; this could include sales training, enablement, prospecting, and forecasting discipline
 - Prepare and share a “what’s working” analysis and execution plan for Profisee’s sales engine to continue and accelerate growth into 2020. Present your early findings, including priority gaps to close and potential next steps to the senior leadership team and the board
- In your first 6 months on the job, optimize our sales go-to-market strategy and lay out a plan for how to align our go-to-market resources and activities behind the most compelling customer opportunities
 - Integrate results from our existing and ongoing market research efforts into our GTM strategy in order to better refine how we qualify the right opportunities and improve our competitive positioning

Competencies – What we’re looking for

Sales Leadership- Above all else we are seeking a TRUE EXECUTIVE SALES LEADER that understands a complex enterprise sales environment and what it means to operate in a world-class fashion. This starts with ensuring you have the best sales team on the planet. You build your sales organization on a foundation constructed with a first-class sales methodology that creates a repeatable roadmap for your organization to leverage as their game plan for consistent and predictable success. The sales team

Channel Expertise- Profisee is highly focused on building its Alliances organization as a key component of its growth strategy. The ideal candidate will be able to describe how he/she has built a strong and committed Alliances program (SIs and Resellers) that has driven new pipeline for his/her company and been a key driver in sales revenue growth and market expansion.

Focus – Working in a horizontal technology market for an emerging software company necessitates focusing on the vital few, not the futile many. You must be able to choose the areas that produce optimal results and ensure the sales organization is laser focused on what and who truly matters to move the needle at a rapid pace.

Mission – Why we need you

The job's core reason for being. The job's purpose, expressed in a few sentences at most.

Example - Product Manager: "To serve as a visionary leader who helps our organization capture market share from the competition by analyzing the market and prioritizing new strategies and product offerings."

Outcomes – Problems you'll solve

The handful of key results that the person will need to accomplish (and will be judged against) once they join the team. **The things that need to get done.**

Example - Business Development Analyst: "Call on and book at least 50 meetings with qualified prospects in your market in your first 6 months"

Competencies – Who we're looking for

The behaviors the person will need to demonstrate to be successful in their role. **How they work, communicate, and collaborate with others.**

Example: "Growth Mindset - You enjoy learning how to improve your craft and can point to several examples in which you have applied a new insight or learning to improve a process."

Note: For more on the case for and alternate formats of Performance Profiles, see the fantastic books [Who](#) by Randy Street and Geoff Smart and [Hire With Your Head](#) by Lou Adler. Both books and their authors have heavily influenced our hiring processes at ParkerGale.



PERFORMANCE PROFILES ANSWER THE QUESTIONS THAT CANDIDATES CARE ABOUT

“WHAT IS IT
ACTUALLY LIKE
TO WORK HERE?”

“WHAT WILL I
ACCOMPLISH,
AND CAN I GET
AHEAD?”

Showcase your talent brand: Candidates' top obstacle is not knowing what it's like to work at an organization

Biggest challenges facing global professionals who changed jobs

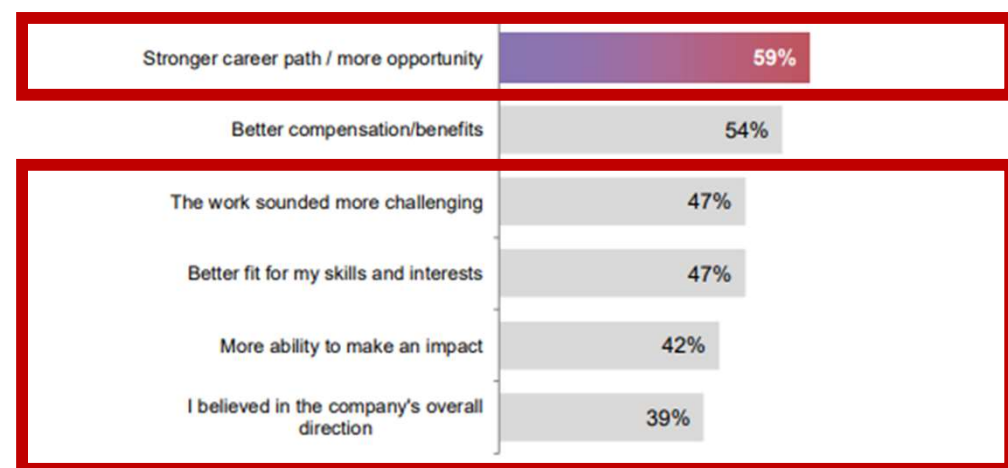


Source: LinkedIn survey, Why & How People Change Jobs, (Mar 2015). Showing global average.
“What are the biggest obstacles/challenges when changing jobs?”

Why & How People Change Jobs 26

Why they joined: Hope for career opportunity

Top reasons people joined their new job (global average)



WHY PERFORMANCE PROFILES?

Performance profiles are more clear, exciting, and motivating. [Studies have shown that committing to a goal can help improve performance.](#) But more specifically, [research reveals that setting challenging and specific goals can further enhance employee engagement in attaining those goals.](#) Part of this increase in engagement may stem from minimizing confusion and mixed signals. As [Deloitte's 2014 Study on Global Human Capital Trends](#) points out, “When people have conflicting priorities or unclear, meaningless, or arbitrarily shifting goals, they become frustrated, cynical, and demotivated.” C-suite candidates often tell us that the “Outcomes” section of our Performance Profiles are a key reason they are so excited to pursue opportunities inside our portfolio. While each candidate is different, the reasons for that motivation may have some common ground.

As [Daniel Pink lays out in his book Drive: The Surprising Truth About What Motivates Us](#), motivation stems from three major components: Purpose, Autonomy, and Mastery. Giving people the power to direct their own work, to improve their skills, and to work on something greater than themselves increases motivation. By laying out challenging goals and giving candidates the agency to share their thinking about how to accomplish them, Performance Profiles create a sense of ownership and possibility that excites the best candidates.

WHY PERFORMANCE PROFILES?

Performance Profiles communicate where you're headed and the impact the candidate can have. [In his High Growth Handbook, Elad Gil](#) interviews Claire Hughes Johnson, COO at Stripe, as part of a chapter on "Decision Making and Managing Executives." She puts it beautifully when she says: "Organizations need constraints and objectives to optimize against, so that people can actually independently make decisions." In one simple sentence, Claire lays out two of the biggest benefits a well-written performance profile: Clarity on where you're headed, AND a straight answer on how the new employee will contribute to the company's story. Powerful stuff.

Performance Profiles tell candidates how to prepare, and help hiring managers make fair + objective hiring decisions. When finished, the Performance Profile creates a scorecard you can use to evaluate every single candidate. By asking specific questions about each outcome and competency on the profile, the interviewer can gather meaningful data on a candidate's ability to do the job and their fit with the skills and values that matter most to the organization. And by making clear what you'll be testing them on, it creates a more useful, equitable experience for candidates.

PUTTING IT ALL TOGETHER

The three questions that you can use to start writing your own performance profile

1

What will this person need to do to **establish immediate credibility and trust** with the team?

2

In the first 3-12 months... **what three things (just three!) will they need to accomplish** to be considered a success?

3

What are the essential skills / competencies they will need to hit the ground running and accomplish those objectives?



Note: We stole these questions from Grant Zallis, co-founder of [IAR Consulting](#) and a good friend of ours.

FIND YOUR OWN CANDIDATES

DON'T JUST WAIT FOR PEOPLE TO APPLY

"The best gifts are never given, **but claimed.**"

— Warren Ellis

YOUR NEXT GREAT HIRE PROBABLY ISN'T LOOKING FOR A JOB

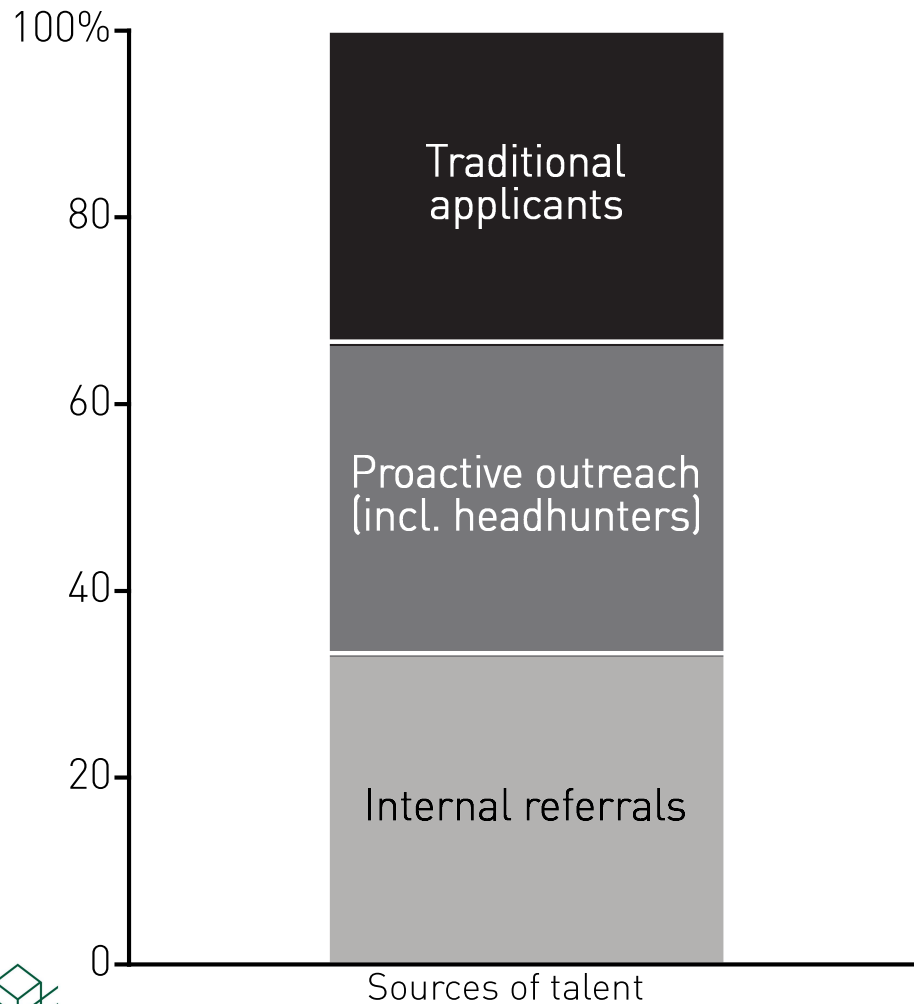
According to LinkedIn, only 25% of interviewing candidates were actively seeking a job. Most of them find themselves “pulled into” the interview by other means – outreach from a recruiter, a company website, or a referral from someone they trust. The best companies don’t sit back and wait for candidates to show up. Just like a high-performing sales team, they create a strong pipeline from multiple sources. **This takes work.**

BUILD A STRONG PIPELINE FROM MULTIPLE SOURCES

A strong candidate pipeline comes from a mix of applications, proactive outreach, and employee referrals. All three of these groups want clarity on your company, the role, and how they fit in, but each has unique needs that need to be met before they’ll consider joining your team or opting into a recruiting process.

WHERE DO NEW HIRES COME FROM?

Understanding what each type of candidate needs is the first step



WHAT DOES THE CANDIDATE NEED?

- Sense of fit with the organization
- Compelling + clear job proposition (Mastery + Autonomy + Purpose)
- Some idea of what your culture is like

and

- Compelling outreach (hook + personal messaging)
- Some luck re: timing

and

- Employees are aware of open position
- Current employees are motivated to refer from their network

IF YOU'RE USING A RECRUITER, GET ON THE SAME PAGE

Many recruiters are good at their job. And if you leave it up to them, they'll do it their way. Set expectations upfront. Require them to share the performance profile with candidates right away. Ask them to screen candidates against the profile – not against their idea of “what good looks like.” Share any red flags or non-starters. And set a weekly cadence to check in on progress.

IF YOU'RE DOING THIS YOURSELF, GET PERSONAL

Most recruiting emails are vague at best, and boring or misleading at worst. When you're reaching out to candidates, remember the phrase “Personal, Useful, and Brief.” Be specific about why they stood out and why you're reaching out. Be useful by sharing the Performance Profile early and often. And be brief by asking for a specific next action. **You'll be surprised how a little more humanity increases your response rate – and the quality of candidates that tell you they're interested.**

BE STRUCTURED

USE A DATA-DRIVEN INTERVIEW TO FIND THE BEST TALENT

“Accurate interviewing is about peeling the onion and digging deep into an accomplishment, **not asking a bunch of clever questions.**

- Lou Adler, Hire With Your Head

RESUME WALKS AND BRAINTEASERS DON'T WORK

While cognitive ability can predict performance in the workplace, asking candidates to “tell me about yourself” or to answer a brainteaser doesn’t tell you anything. Instead, structure your interview around the performance profile. **Dig into the candidate’s major work accomplishments – and how they line up with the outcomes and competencies on the profile.**

SCREEN FOR ACHIEVEMENT, FIT, AND ABILITY TO DO THE JOB

Use initial phone screens to disqualify candidates who aren’t an obvious fit. Don’t exclude people who haven’t worked in the industry or done the job before. Ask what they were hired for in their last job, what they accomplished, what they’re looking for in their next role, and about what they’ve done that’s most similar to a key outcome on the profile.

USE PANEL INTERVIEWS TO DIVE DEEP ON THE FEW BEST CANDIDATES

To gather the data you need to make a final decision, use a panel interview – multiple interviewers, one candidate, and a consistent set of questions. Ask one question about each key outcome and competency on the profile, and agree on how you’ll grade candidates in advance. “Peel the onion” by asking follow-up questions to get at what really happened, what they did, and why. Then calibrate the scores among interviewers and discuss differences.

HOW TO RUN A PHONE SCREEN

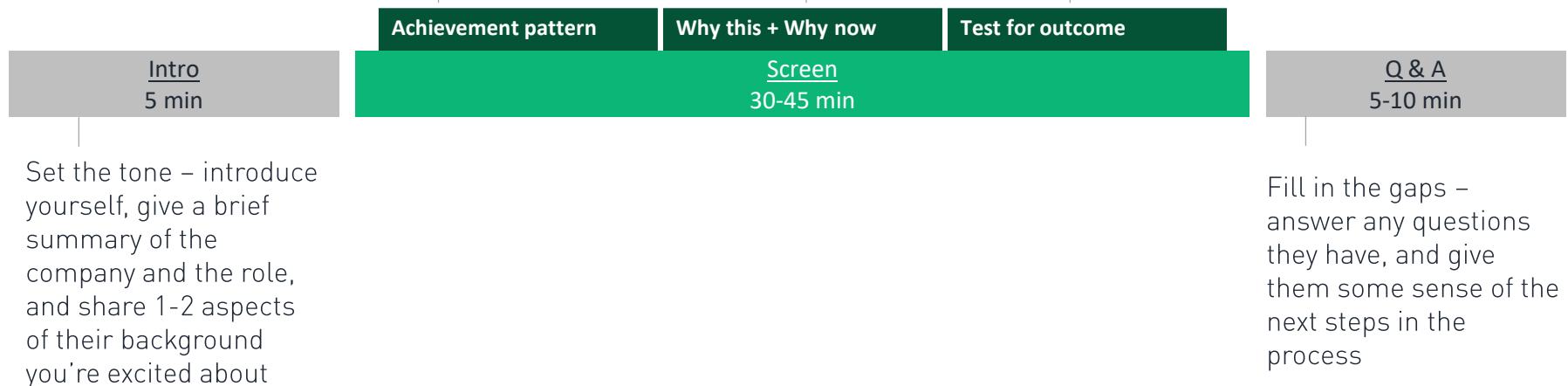
PHONE SCREENS TEST CANDIDATES AGAINST THE PROFILE

A good phone screen helps you quickly sift through candidates who appear to be good fits by testing against the performance profile. Our phone screens tend to test for achievement pattern, mutual fit, and at least one of the important outcomes on the profile. By being more structured, and avoiding the “la-di-da” get to know you interview, we are quickly able to identify the best candidates that are worth getting to know better.

What problems were you hired to solve in your last few roles? What were your most significant accomplishments?

I know it's early in the process, but based on what you know so far, why this and why now?

One of the things we need this person to accomplish in their first 12 months is _____. Can you tell me about what you've done that is most similar?



HOW TO RUN A PANEL INTERVIEW

ASSEMBLE YOUR INTERVIEWING TEAM AND ALIGN ON ROLES

The foundation of the panel interview is this – **one conversation, multiple viewpoints.** Panels typically involve ~3 interviewers, who all score each candidate on a consistent set of questions. **One interviewer acts as the lead.** The lead kicks off the interview, asks the questions, and paces the interview to ensure you gather all the data you need. But the other interviewers don't just sit there. They listen, ask follow-up questions, and help the candidate tease out the context, actions, and results for each of their stories.

ASK ABOUT WHAT'S ON THE PROFILE + TAKE NOTES

Decide what questions you'll ask in advance. For a 2-hour panel interview, we typically ask about 10 total questions. Assign a question to each outcome and competency on the profile, and then trim as needed. Spend more time asking about the outcomes than competencies – getting stuff done is the most important part of any important role. Take notes as you're listening – this is about gathering data, not “trusting your gut.”

HOW TO RUN A PANEL INTERVIEW

SEND A CHEAT SHEET IN ADVANCE

Send out an interview primer. Explain the format of the interview, the roles each interviewer will play, and the specific behaviors the interviewee will notice. Include a list of topics you'll want to hear about. This is not a pop quiz. Give the candidate a chance to prepare, and then dig deep during the panel on the stories they share with you.

DECIDE ON HOW YOU'LL SCORE THE ANSWERS

Talk about what makes a good answer vs. a bad answer for each question. We use a 4-point scale for each question that nudges us towards a decision. A "1" is a strong no, a "2" is a no, a "3" is a yes, and a "4" is a strong yes. Before the interview, get your interviewers together and quickly talk through what you're hoping to hear for each question. This is an extra step, but it's quick – we can usually get agreement on our scoring rubric in 15 minutes.

SCORE, CALIBRATE, AND DISCUSS

Capture and record your scores before you discuss how each candidate did – no peeking! We usually set up a google doc to input scores and capture some basic notes: What did you like? What do you still have questions on? Then find time to compare scores and talk about what you heard. **Stay away from first impressions and assumptions here – focus on what you heard.**

HOW TO RUN A PANEL INTERVIEW

CREATE YOUR INTERVIEW GUIDE

- Use your performance profile to decide on a question for each outcome and competency – you'll likely need to exclude a few or you'll run out of time
- Decide how you'll score each question – we use a 4-point scale, and can usually align on "good answer vs. bad answer" in a 15 minute call w/ the interviewing team
- Give each interviewer a guide and instruct them to take notes – reviewing "what you heard" will be helpful when calibrating

Lead a high-performing B2B engineering team

Knowing what you know about our company, how would you think about organizing and optimizing the engineering team?

- What pri
- What bui
- How wou
- What cha
- (Guesses
- What else started?

	1 Strong No	2 No	3 Yes	4 Strong Yes
General	Doesn't answer the question directly. Speaks at a high level and doesn't get into "what they did"	Some detail on what they did, but still too high level	Answers the question clearly/concisely. Acceptable level of filler and/or extraneous detail	"Senior exec" level of clear + concise - answers the question and frames their thinking w/out filler
Specific	Clearly missing pieces re: judgement/approach	Leaves out detail on end-state, impact and/or lessons learned, leaves you saying "so what?"	Enough detail on context and "what they did"	Story has a clear beginning, middle, end w/ impact AND lessons learned or WIGLL
				Multiple examples w/ above

Objective #2: Build a plan to drive down waste (service calls + parts)

Tell us about a time that you evaluated a process, identified a source of waste or inefficiency, and then built a process

	1 Strong No	2 No	3 Yes	4 Strong Yes
General	Doesn't answer the question directly. Speaks at a high level and doesn't get into "what they did"	Some detail on what they did, but still too high level	Answers the question clearly/concisely. Acceptable level of filler and/or extraneous detail	"Senior exec" level of clear + concise - answers the question and frames their thinking w/out filler
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				Multiple examples w/ above

Objective #1: Deliver major features that solves customer pain

Talk to us about a major set of product features you identified, built, and delivered that solved a significant, specific source of customer pain.

	1 Strong No	2 No	3 Yes	4 Strong Yes
General	Doesn't answer the question directly. Speaks at a high level and doesn't get into "what they did"	Some detail on what they did, but still too high level	Answers the question clearly/concisely. Acceptable level of filler and/or extraneous detail	"Senior exec" level of clear + concise - answers the question and frames their thinking w/out filler
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				Multiple examples w/ above

Space to take notes

HOW TO RUN A PANEL INTERVIEW

GIVE THEM THE ANSWERS TO THE TEST:

Send an interview primer to candidates ~48-72 hours in advance

How we interview at Contelligent

We believe strongly in having the right people on our team

- We have worked hard to create a hiring process that helps us find and attract great people
- **This will be a structured, behavioral interview** with a panel format that helps everyone hear the same questions and answers and to be efficient with your time
- We'll be asking you to tell us stories about times in your career when **you've created outcomes and demonstrated the competencies** in the performance profile

Here's what to expect during your interview

- Since we can't observe you on the job, we are going to ask you for a lot of detail, and we'll take a lot of notes – **if you see the top of our heads, don't be discouraged... we're still paying attention**
- The best interviewees "put us in the room" with the stories they tell – we want to know what the context was, who was involved, and **most importantly, what you did and why**
- Apologies in advance – **we'll ask a lot of follow-up questions** that might feel like we're interrupting. We're not, we are just trying to get as much detail as possible.
- If we quickly move on to the next question, it's just because we have enough data for that part of the profile – **don't take it as a sign of a "bad answer"**
- It is helpful to **give us the arc of the situation** – what it looked like when you started, what you did specifically (yes, you can say "I" here because **we are looking for what you did**), and what it looked like when you were finished.

We also want to get you the answers you need

- We will leave time at the end of the interview **to answer any questions you have**
- If we don't have the answer to a question, **we'll get you in touch with the right person from our team** to get you what you need

What we're looking for in our Head of Engineering

We want to hear about...

Deliver major features that solves customer pain

- ...how you learn about your customers' biggest pain points and focus the engineering roadmap on solving that pain

Build a plan to drive down waste (service calls + parts)

- ...a time that analyzed usage data to make a product or process work better

Build a talent strategy to identify and focus on top-performers

- ...how you manage + coach your best-performing people to create leverage for yourself and opportunities your people

Ownership of engineering, technology, and product

- ...the experience that has best prepared you to lead and own multiple areas

Lead a high-performing B2B engineering team

- ...your POV on the different ways to set up a small engineering team that's clear on their responsibilities and which gets stuff done

Balanced

- ...a time that you solved an important business issue that went beyond engineering

Get stuff done

- ...a time that you rolled up your sleeves and owned the process of accomplishing something impressive

Collegial and Collaborative

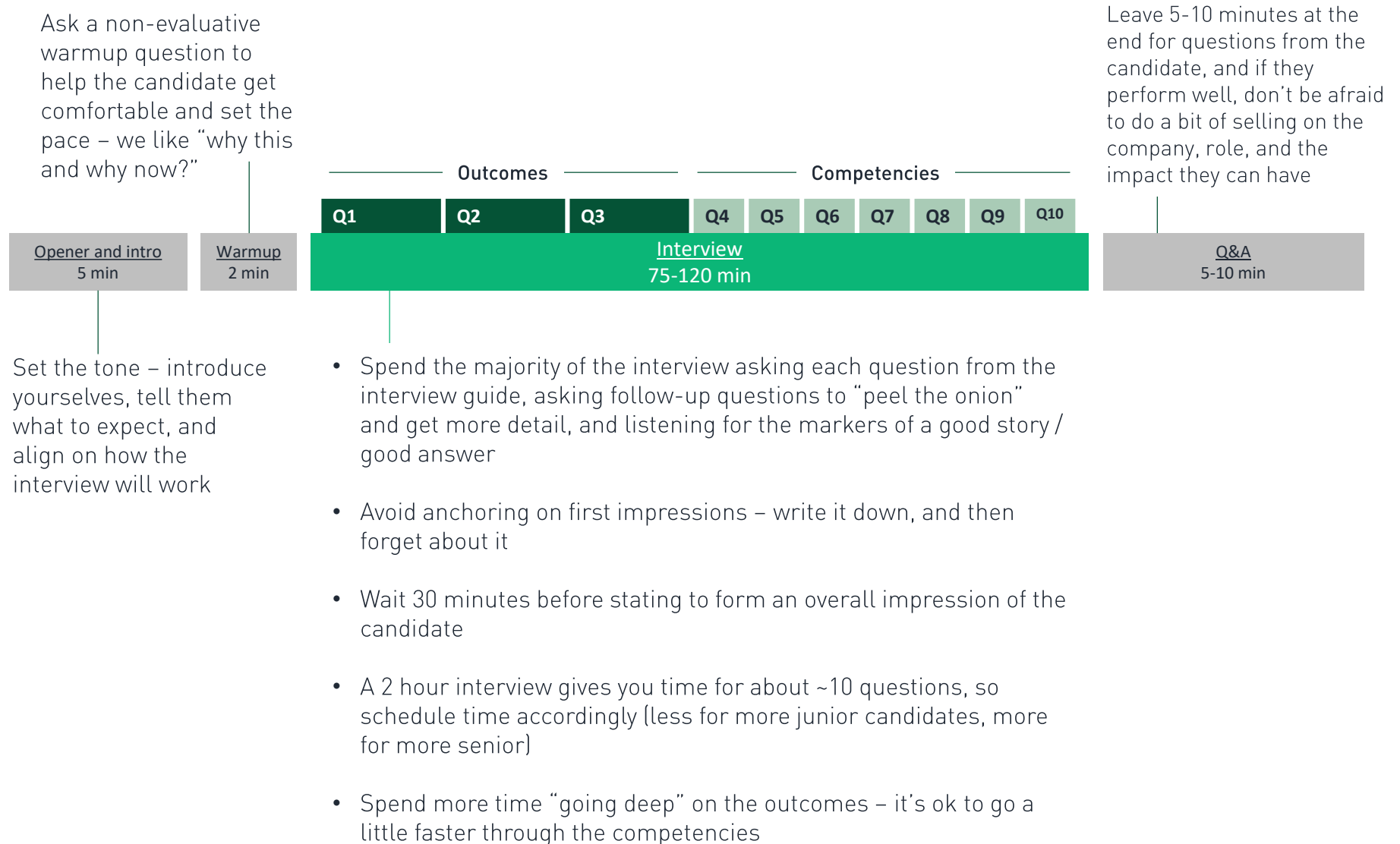
- ...how you make connections with your peers and colleagues to build a better answer and make sure the work gets done

Contelligent core value: Find a Way

- ...a time that you creatively dealt with a roadblock on an important project

We send two pages to candidates ahead of time to share how the panel interview will work, and what types of questions we'll ask them about

HOW TO RUN A PANEL INTERVIEW



HOW TO RUN A PANEL INTERVIEW

RED FLAGS TO WATCH FOR

The types of answers that are worth digging into further

Training Wheels

- You (as the interviewer) are doing more work than the interviewee
- You need to continuously prod for more information, more detail, or steer them back on course

"Present but not voting"

- Interviewer was the "supporting actor" in their story – not responsible for meaningful part of the impact or creating real change

"Lack of stakes" / impact

- The actions, impact, or overall story focuses on an "easy problem", had little challenge involved, or just wasn't a meaningful enough example
- Their answer leaves you saying "so what?"

HOW TO RUN A PANEL INTERVIEW

TECHNIQUES OF EXPERT INTERVIEWERS

How to gather better data while offering uniquely enjoyable interview experience

Technique #1: Polite Interrupting

- ❑ **Asking for permission** to dive deeper into a particular area or part of a story

NO

“Shut you up” approach: Put your hand up and say something like “Wait wait wait, can I stop you there?”

YES

“Excited to hear more” approach: Smile, match enthusiasm and use reflective listening to get them to stop talking

Technique #2: Getting Curious

- ❑ **“Peeling the onion”** on the details of the story, using three question types: **“What, How, and Tell Me More”**

- ***“What is an example of that?”***
- ***“What was your actual role and who else was involved?”***
- ***“What results did you achieve?”***
- ***“How did you deal with that?”***
- ***“Tell me more about how you dealt with that person?”***

HOW TO RUN A PANEL INTERVIEW

NO PEEKING

Keep things fair and objective by holding a blind calibration after the panel

Interview Calibration Summary		Candidate name Jon Smith							Candidate name Julie Adams						
VP of Sales		Company: VP Sales, TechCo							Company: CRO, Software Partners Limited						
Interviewer Names		Date: 4/29							Date: 4/29						
Objectives	Interviewer Names	Devin	Cici	Kevin	Paul	Stacy	Max less Min		Devin	Cici	Kevin	Paul	Stacy	Max less Min	
Identify areas for improving sales function		3	3	3	2.5	3	0.5		3.5	3	3	3.5	3	0.5	
Establish a strong sales strategy and cadence		2	3	3	3	3	1		4	4	4	4	3	1	
Rebuild account management function		3	3	3	2.5	3	0.5		3	3	3	3	3	0	
AVERAGE		2.7	3.0	3.0	2.7	3.0			3.5	3.3	3.3	3.5	3.0		
Competencies	Coach and builder of people	3	2	3	2	3	1		3.5	4	4	4	4	0.5	
	Get Sh't done	2	2.5	2	2	2	0.5		4	4	4	4	3	1	
	Accountable	2	3	2	2	2	1		2.5	2.5	3	3	2	1	
	Customer-obsessed	3	4	3	2.5	3	1.5		3	3	3	3	3	0	
	Communicates														
	AVERAGE	2.5	2.9	2.5	2.1	2.5			3.3	3.4	3.5	3.5	3.0		
	OVERALL AVERAGE	2.6	2.9	2.7	2.4	2.7			3.4	3.4	3.4	3.5	3.0		
	BLENDED AVERAGE	2.7							3.3						
Notes															
What do we like?		DRM -- Likeable and good origin story. Feels like a coach, mentor without falling in love with his team. TJ: He is a thoughtful guy, and seems to fit our position in the market as a mission-driven company well. I KF: He has frameworks and "processes", I'd want to push/explore the execution/door of those frameworks DH: showed that he was able to follow through with decisions that weren't popular but right thing to do, prc CZ: like that he has a process, sounds like an on the ground coach, has a lot of passion and sounds hung							DRM -- love the energy, seems to have framework to drive activities, manage the numbers. Would like DRM -- if true that his team went on to leadership roles in the org that is impressive KF: Energy and definitely skewed toward player on the player/coach continuum which I think we need nc KF: Doesn't seem like he will get discouraged in trying to figure things out CZ - Really liked the specific management of activities and different frameworks; high energy and good DH: High energy level and commitment to succeed, loves to coach.						
What do we still have questions on?		DRM -- Early in the interview, it took him a while to get to the answer. Didn't stop to ask if we were tracking TJ: Sub-optimal solution to demand issue -- costly SDRs vs. really demonstrating a growing partnership w TJ: Not really specific on the personal development -- generic examples of "sat down with them" to talk ab DRM -- Get Sh't Done answer was more "scrappy" than GSD. We call this more "survivor" more than "thri TJ: Accountable answer was also generic -- "said I wasn't ready" but didn't say what specifically he worke TJ: Customer obsessed was mixed -- faced head on, but was really "him centric" -- didn't talk about how h KF: Took him a while to work through his answers, didn't appreciate I couldn't be CEO as the most impact DH: He didn't talk much about internal collaboration, would want to hear more about that CZ: could have been more concise; could have done better on the underperformer question; want to hear							DRM -- would like to hear from references of people who are worked for him to confirm his mgmt abilitik DRM -- will he be a partner with Tony to figure out how to build sale approach or is he just great at exec KF: Not necessarily that we want to save them, but how would Brady and Chrissy work with him? KF: What's his ceiling - could he be a future CRO? How do we watch for blind spots? CZ - would want to know more about potential 'risks' since he hasn't led sales so we'd know where to o						

We ask interviewers to score each question and enter it blind into a calibration worksheet – we then discuss differences in scores and take notes on “what we liked” and “what we still have questions on” before we arrive at a final decision (or a few candidates we want to vet further)

LEARN FROM WHO YOU HIRE

MAKE YOUR HIRING PROCESS BETTER OVER TIME

“A lack of self-awareness is poison. **Reflection and review is the antidote.**”

-James Clear, Atomic Habits

HOW TO LEARN FROM WHO YOU HIRE

ASK CANDIDATES ABOUT THEIR EXPERIENCE

Are you asking candidates about how your interview process? You should be. Sending a short anonymous survey after an interview is a great way to check that interviewers are assessing people fairly and presenting your company in the best light. [As Lazslo Bock, former Head of People at Google, puts it](#), “It’s always worth investing time to make sure they feel good at the end of [an interview], because they will tell other people about their experience—and because it’s the right way to treat people.” [Linked here are several examples of good candidate experience questions.](#) Pick a couple – then create a process to start asking every candidate about their interview experience.

HOW TO LEARN FROM WHO YOU HIRE

CHECK IF YOUR HIRING PROCESS WORKS

How well do your new hires perform? Most companies skip the critical step of looking back at their data and analyzing how employees in their first year are performing. If you do an annual or semi-annual performance review process, this is the perfect place to look. Zoom in on your new hires – how many are performing “above the line” vs. “below the line?” How does that trend differ by functional area? And – most importantly – what do you need to change to improve these numbers over time? Interview training, onboarding rigor, and helping managers set clear expectations are three “quick win” areas that companies can focus on here.

“Deciding who’s in and who’s out is the most powerful signal any group sends, and successful groups approach their talent strategy accordingly.”

- Dan Coyle, The Culture Code

For more on how we hire, be sure to check out

HOW WE THINK ABOUT HIRING



the **PRIVATE**
EQUITY *funcast*

[In this episode of the PE Fundcast](#), Principals Jimmy and Paul discuss the ParkerGale approach to hiring, why hiring is essential to get right, not just at the C-suite level, but how we work with our portfolio companies to develop the capability to hire well throughout the organization. They also cover what a certain 90's shampoo commercial can teach us about what not to do during an interview.



WE'D LOVE TO HEAR WHAT YOU THINK.

Email us – Ops@parkergale.com