

DETERMINING WANTS AND NEEDS

Scripted Dialogue: *Let's start by putting together a picture of the ideal candidate you are looking to hire. Obviously, not all candidates who are interested in talking with you will get through my screen, but I need to make sure that when you receive a resume from me there is a one-to-one ratio of submittals to first time interviews. I can only do that if I truly understand not only what you **need** to see in someone, but also what you **want** to see in someone.*

- What is the ideal candidate's qualification and background for the role? What all does the experience include? (years in the industry, project types, project size, software, etc.)
 - Regarding the background, what is required and what is preferred?
 - **OR** What of those qualifications aren't "musts" but are just "plusses?"
- In addition to the background, what other specific skills, talents or abilities must the qualified candidate possess in order to perform at or above the standards for this position?
 - What of those skills/talents/abilities are required, and which are preferred?
- What about those personal qualifications that are "musts"? Soft skills like appearance, personality, verbal skills, leadership, etc.?
 - How do you measure each of those soft skills? For example, if you want someone with leadership skills, what does that look like in your office? How does it show up?
 - What is the best type of personality for your department?
 - If you reflect on those candidates who have not been a great fit, how could have you done a better job on the front-end of determining if he/she was going to be a cultural fit for the organization?
- Describe someone who I should quickly turn down.
 - **OR** What background does a candidate need to have, or I won't bother sending them over?
- Describe the background of successful people in the position now or previously.
- If you look back on all the people who have done this role in the past, who stands out to you as being the best (title) that has ever done this role? Why?
 - What was the background of that individual?
 - Where are they now?
- Do they need to possess a college degree? What level? Any required certifications?
- What companies might your #1 candidate come from?
 - What companies do you respect? Which ones do you not respect?
 - What companies have your best hires come from?
- Are there any specific individuals you would like me to pursue? Anyone that you have talked with in the past that you would like to take another run at?
- Are you open to relocating candidates from outside of the area? Of the last (# of) people you've hired, how many of them required relocation?
- Is an employment contract required?



Red Flag: *The client has too ideal of a perception of who they will hire, and the candidate that they are looking for truly does not exist.*

- I know that you need to hire someone with (a college degree/certification in ABC/low salary range/etc.). Let me ask you – have you ever hired someone **without** (college/certification/higher salary range)? What were the circumstances surrounding that special exception for that hire?
- Is it more important for candidates to have the skills to do the job or to meet the academic/certification requirements of the job? Is it more important for candidates to have the skills to do the job or the experience requirements you have created?
- I know that you would like to see someone that has the complete package of what you have envisioned. Let me play devil's advocate for a moment and just cover a scenario that we might encounter if that supermodel doesn't exist. Of all of your wants and needs, what would you like to see the most of and what would you be a little flexible on if experience was made up in other areas?
- If you've ever watched any "House Hunting" type of show on cable, you know that the parameters that those couples have in the beginning for the ideal house usually don't reflect what they end up with. They know in their heads what kind of home they want, but then they find their dream house that in their hearts just feels like a perfect fit. Using that same scenario, do you want me to limit my presentation of candidates to those who perfectly meet all of your criteria, or are you open to looking a little outside of your scope in the anticipation that you might find something you didn't know you were looking for?