



Article from

The Stepping Stone

March 2019

Issue 71

WHAT WOULD YOU DO? Hire the Best

By John West Hadley

Here is our next entry in the “*What Would You Do?*” series.¹ Write to me at SteppingStone@JHACareers.com to tell me what you would do. In the next issue, I’ll compile the responses received (preserving your anonymity, of course) along with what actually happened in the real-life situation.

Help me craft future case studies. Write to me about your own challenging, surprising or nightmarish situations involving business, leadership, management or any of the topic areas covered by *The Stepping Stone*, and what lessons you learned from them. I’ll collaborate with you on turning your situation into a simple case study, being careful to ensure no one is identifiable. And share your own thoughts (pro and con) on the series as a whole at SteppingStone@JHACareers.com.

HIRE THE BEST

Mark interviewed two internal candidates, Brian and Beverly, for an open position.

Brian

- did not tell his manager in advance about the job application,
- took longer to complete the procedural steps in the process, and
- seemed to be applying partly because the role was a promotion.

Beverly

- had been in active discussions with her manager about her next career step, even before the interviews,
- was quick to complete each step in the process, and
- seemed more interested in the role on its merits.

However, Brian had interviewed better on competencies and skills such as technical background, communication style, and ability to use and innovate with technology. When Mark asked the interviewers to rank them, overall feedback, such as rating



by competency and total rating, consistently ranked Brian higher, but only slightly.

1. What weight should Mark give to Brian versus Beverly’s apparent motivations for the job, as opposed to their qualifications?
2. If he must make a decision based just on the interviews and information he already has, whom should he hire?
3. Is there anything else he should consider doing before making an offer?

What would you do? ■



John Hadley is a career counselor working with job seekers frustrated by their search and professionals struggling to increase their visibility and influence. He can be reached at John@JHACareers.com or 908.725.2437. Find his free *Career Tips* newsletter and other resources at www.JHACareers.com.

ENDNOTE

- 1 Past issues in the series have considered whether to demote or fire a difficult employee; performance reviews and their aftermath; interview challenges from both sides of the desk; evaluating job offers; miscommunications; a difficult product decision; how to build connections with the home office; and career decisions. To catch up on the entire series, which started in May 2013, check out back issues of *The Stepping Stone* on the Leadership & Development Section website at www.SOA.org/ld.