



Uncover the Exceptional: Attracting and Hiring Great Employees



The Great Divide



Most companies will say that hiring the best talent
is their #1 priority

Few companies, and even fewer managers, actually do
anywhere near what is required to achieve
even above average talent

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- Co-founded ConnectedSearch, LLC in 2012
- Bachelor's of Science in Neuroscience
- Performed Research at the National Cancer Institute and Graduate School of Pharmacology
- 8 Years of Biotech Industry Recruiting Experience
 - Manager of Talent Acquisition, Dyax Corp.
 - HR Business Partner, Commercial, Vertex
- Launched 3 Products, including two orphan drugs and the most successful blockbuster launch
- Published author on behavioral interviewing and recruiting in the life sciences
- Enjoy soccer, golf, hiking, piano, cooking, tennis, volunteering

Uncover the Exceptional: Outline



- Learning Outcomes
- Designing a Truly Differentiated Employment Brand
- Best Practices for Scouting and Recruiting Top Talent
- The *Art* and *Science* of Behavioral Interviews
- Creating an Effective and Efficient Interview Process

Learning Outcomes



- Exceptional talent want something different – create a truly differentiated recruiting and employee experience to attract them
- Peak performance in recruiting is driven by partnership, focus, and proactive talent scouting
- Ask broad interview questions, listen for the candidate's motivations and behaviors underneath the actions, and open doors
- Capitalize on extensive business needs to create recruiting advantages and to develop top talent



Creating a Truly Differentiated Employee Value Proposition



VS.



- Organizational Beliefs, Values, Culture
- Mission
- Leadership/Management Approach & Practices
- Rewards/Recognition/Acknowledgement
- Skill Development/Investment/Training
- Career Growth/Development Opportunities/Promotion
- Recruiting Practices and Experience

Small Company Challenges & Opportunities



Challenges	Opportunities
Increased ambiguity and rate of change within role and department	Broad exposure and impact
Uncertain financial stability and clinical trial success	Rich learning environment for leaders, managers, and individual contributors
Lack of defined procedures and processes	See work directly translate into organizational results
Organizational goals and priorities can change quickly and substantially	Extensive exposure to other departments and drug development process, enabling the employee to develop broader professional experience
Unpredictable department and organizational growth	New challenges and risks, build new processes
Career path can be limited by changes in organizational direction and product success	Ability to offer a variety of on-the-job opportunities as a professional development tool

Defining and Promoting Your Employment Brand



- Compare and contrast your Employee Value Proposition (EVP) to other companies' EVP's.
- Distil EVP Main differentiators into 2-3 Key Brand Messages:
 - What do you want potential employees to think & feel about your company?
 - e.g. you will be continually stretched and challenged
 - we develop people
- Promote these brand messages in employment materials:
 - Job descriptions
 - Offer Letters
 - Recruiting Materials
 - Website
 - Corporate Events/Communications

Creating Careers, Not Job Descriptions



What Not To Do

- Bland, responsibility driven descriptions
- Zero differentiation from your competition!
- Narrowly focus on technical skills

What You Should Do

- Emphasize exciting features of the role & company
- Focus on significant challenges & outcomes
- Describe key behavioral attributes needed for success
- Make clear why this is a better long-term home for their career
- Clearly outline why this job and your company are:
 - more exciting
 - more challenging
 - more fulfilling
 - more rewarding



- Recruiting Process
 - Application, Interview Steps & Timing
- Candidate Communication & Touchpoints
- Negotiation
- Pre-hire & On-boarding

Become Obsessed with Scouting for the Right Talent



- Most managers and companies take a reactive approach to hiring
- Managers who are not consistently cultivating a network of top talent are NOT DOING THEIR JOB
- Great leaders consistently spend time scouting for top talent
- **Hunt for Athletes, NOT Specialists**



2-D “Linear” Hiring



- Line Managers should not approach hiring like ordering a computer online, but crazily most of them do

The Assembly Line – Product Based Hiring

Write out a long list of technical skills needed

Copy and paste tech specs into a generic job description

Post job online, sit back and wait for the resumes to come in

Evaluate resumes and hassle HR for why you don't have more

Interview countless applicants who could not possibly meet all the technical specs you required



4-Dimensional Hiring



Hiring Athletes, Not Specialists



Focused on Behavioral Attributes Critical For Success



Understanding and Painting a Long-Term Career Path

Proactively Scouting Talent

Finding a Needle in a Haystack: Why Hiring Specialists Kills Your Bottom Line



Recruiting Best Practices



- Be proactive:
Continuously scout talent well ahead of future needs
- Create shared ownership of recruiting deliverables with line management via SLA's
- Create a clear, efficient and effective interview process
- Quantify Results
 - Quality of Hire
 - Recruiting Assessment



- Topics
 - LinkedIn/Social Media
 - Applicant Tracking Systems & Practices
 - Partnering with 3rd Party Recruiters
 - Recruiting Metrics & Impact
 - Recruiting Partnership with Line Managers
 - Strategies for Shared Ownership

Group Discussion



1. What struggles have you experienced as a leader in designing your organization, team, or culture?
2. What makes someone an exceptional talent in your mind?
3. What are some of your biggest challenges in recruiting top talent?



The Art and the Science of Behavioral Interviews



How do you predict the success of a potential hire from one thirty minute meeting?



Fact - “The typical employment interview is only 57 percent effective in predicting subsequent success, or 7 percent better than flipping a coin.”

- John Hunter and Frank Schmidt, “The Validity and Utility of Selection Methods in Personnel Psychology,” *Psychological Bulletin*, 1998, vol. 124.



The Science of Behavioral Interviews



- Behavioral Interviews are based on the fact that past behaviors are the best predictor of future behaviors
- Difference between average and top performers in any industry is not what they *know*, but *what* they do AND *why* *
- Broad behavioral interview questions allow candidates to take you to where they are most comfortable and what they do most often
- This style of interview places a huge emphasis on the skill of interviewer

* assumes a sufficient level of skill/knowledge

The Science of Behavioral Interviews



Easier to see
and develop

Skill
Knowledge

Necessary for top
performance but
not sufficient

Harder to see
and develop

Social Role

Self-Image

Traits

Motives

Characteristics that
lead to long-term
success

The Science of Behavioral Interviews



Business Development A
Harvard MBA



Business Development B
Harvard MBA

Deal-maker

Social Role

Corporate Strategist

Sales Closer

Self-Image

Here to create and build
value for the company

Arrogance

Traits

Diligence
Business Acumen

Personal
Achievement

Motives

Being seen as a resource
Maximizing Nash's
equilibrium

Interviewing for Competencies



What is a competency?

Demonstrated characteristic of an individual with repetitive capability that predicts the likelihood of outstanding performance in a given job, role, organization, or culture.



Example Competency Areas and Subareas



Teamwork

Interpersonal Objectivity
Resilience
Collaboration

Functional Expertise

Business Acumen
Learning Agility
Curiosity and Insight

Communication

Listening
Facilitation
Conflict Resolution

Project Delivery

Self-Knowledge
Dealing with Ambiguity
Strategic Agility

Leadership Competencies

Innovation Management
Managing Vision and Purpose
Managing Through Systems

Competency Level of Skill & Dimensions



Leadership: Vision

- | | | | |
|--|---|--|--|
| <ul style="list-style-type: none">• Creates a compelling vision for himself/herself and project success. Sees difficult challenges as opportunities for growth and learning.• Takes time to reflect on his/her achievements and how he/she have contributed to the goals of the department.• Consistently displays a strong work ethic and desire to achieve efficient and superior results.• Respectful of all employees and takes time to learn about team members. Displays a genuine nature and makes decisions that are in line with their values.• Consistently looks to assist the department or team members in any way. | <ul style="list-style-type: none">• Provides compelling visions to teams in establishing department goals through the intensity of his/her motivation, enthusiasm, and conviction.• Reinforces important goals, objectives, or messages through consistent communication with team members.• Takes time to help others craft their own vision of success and works to guide them to that achievement.• Consistently lives out the values in and outside of work.• Fosters teamwork within the department and the organization at large and seeks opportunities to promote collaboration between team members and departments. | <ul style="list-style-type: none">• Understands what evolution needs to occur for the department to be a thought leader in the industry and creates a vision for the path to achieve that success.• Perceives gaps in knowledge and areas for improvement within team members and works with them to develop.• A champion for his/her team, he/she recognizes achievement on a daily basis and give encouragement to others as they encounter tough challenges.• Displays a genuine desire to help others reach new plateaus in their development.• His/her strong character makes others naturally want to follow them. | <ul style="list-style-type: none">• Establishes extremely ambitious but inspiring visions for his/her department and the organization.• Perceives gaps in department and organizational maturity and seeks innovative solutions that maximize efficiency/business impact.• Continually learning drivers in the industry, sets new industry benchmarks to push organizational development ahead of the curve, and incorporates these evolving visions into team and individual discussions.• Sets the department tone with a motivation that is contagious and a "never let up" attitude.• Fosters an environment of innovation and collaboration within teams and is a master at guiding diverse groups of individuals to achieve significant results. |
|--|---|--|--|

Dimension: Complexity of systems involved and impact on others



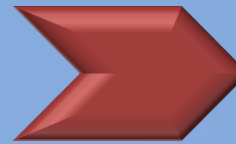
STAR Method: Behavioral Interview Framework

Situation

Thought Process

Actions

Results



Gather detailed background and situational information to build a full context for the candidate's story

Understand how the individual thought and felt about the situation and how he/she formed their action plan

Have the candidate walk you through the step-by-step actions they took to solve the situation or problem

Get a clear picture of the exact results obtained and the person's specific involvement in each result



- Tell me about a time when you...
 - started something new or innovative
Competencies Targeted: Results Orientation, Business Acumen, Curiosity and Insight, Resilience, Collaboration
 - worked with others to solve a complex issue or opportunity
Competencies Targeted: Interpersonal Objectivity, Collaboration, Influence, Results Orientation, Courage
 - adjusted your course or approach to something
Competencies Targeted: Self-Awareness, Decision Making, Problem Solving, Adaptation, Interpersonal Objectivity

Art of Behavioral Interviews: Behavioral Probing Questions



- *what were you thinking at that moment?*
- *what happened next?*
- *what were you feeling then?*
- *what was going through your head at that time?*
- *tell me more about that*
- *what did he/she say?*
- *how did he/she react?*
- *what was your response?*
- *what else happened in that event/scene?*



The Most Significant Accomplishment (MSA) Question

1. The standard (MSA) question: Can you please describe a major career accomplishment you believe represents your best work?
2. Entry level MSA question: Can you describe a project or task you were involved in that made you quite proud or where you really exceeded expectations?
3. The MSA question for team skills: Can you please describe a major team accomplishment you believe best represents a great example of you leading, building, or working on a team?
4. The MSA question for individual accomplishments: Can you please describe a significant individual accomplishment you believe best represents one of your individual strengths?

Translational Interview Questions



Anchoring performance objectives from the job description with past accomplishments of the candidate and using problem solving to determine on the job performance.

Examples

- One of the key objectives for this role is _____ (describe objective). Can you please tell me about something that you have accomplished that is most similar?
- If you were to get this position, how would you go about solving _____ (describe a typical problem or challenge for this role?)



Conducting Effective Interviews: A Roadmap



Interview Mindset



"When you change the way you look at things, the things you look at change."
- Dr. Wayne Dyer



The On-site Interview Roadmap



45 Minute Behavioral Interview Timeline



Introduction
(2-3 minutes)

Step #1



**Most Signifanct
Achievement**
(7-8 minutes)

Step #3



**Behavioral
Question #2**
(7-8 minutes)

Step #5



**Field 2-3
Questions**
(5-8 minutes)

Step #7

Step #2

Step #4

Step #6

Step #8



**Highlights of
Resume**
(5 minutes)



**Behavioral
Question #1**
(7-8 minutes)



**Additional
Question(s)**
(5-8 minutes)



Close Out
(1 minute)

An Effective & Efficient Interview Process



Design the
Role

Reflect &
Discuss

Create the
“Career”
Description

Meet with HR
to align on
Hiring Process

Create
Recruiting
Strategy

Post the
Role

Define
Interview
Teams

“Kick-off”
Meeting

Begin Resume
Review

Select Phone
Interviews

Phone
Interviews

Debrief
with HR

First Round
Interview

Interview
Team Debrief

Second
Round
Interview

Interview
Team
Debrief

Select
Final
Candidate

Check
References

Prepare Offer

Extend Offer

Group Discussion



1. What are some challenges you experience or areas you struggle with when interviewing candidates?
2. What are some potential flags you look out for when evaluating a candidate?
3. What are some of your favorite interview stories/disasters that you can recall?



Appendix: Bias, Probing for Depth and Common Interview Challenges



Bias – What factors do we really use to evaluate people?



Common Mistakes:

1. People often overvalue how a person interviews vs. how they will perform in a role. i.e. their affability and presentation skills win over their motivation and qualifications for a role.
2. The 5 minute snap judgment – A majority of hiring mistakes occur when an interviewer takes the response of the candidate for the initial series of questions and uses that to make an instant judgment on fit for a candidate. The rest of the interview is spent confirming that hypothesis as opposed to reserving judgment until the end of the 45 minute session.
3. Interviewers overvalue a narrow range of technical skills or related experiences and then assume global competence or incompetence. This ignores traits like motivation to do the work, organizational and planning skills, team leadership, and cultural fit.
4. Biases from other work environments – i.e. “I heard “Company X’s” research group holds a low bar for letting people in the door there from my friend”. “The Marketing group over at “Company Y” has totally missed the mark on a few product launches.....this guy must not know his stuff.”

Probing – Getting more depth out of your interview experience



1. Look out for generalities such as “I turned the department around”, “created a new market”, “developed a new procedure that cut costs in half”. “I am very forward thinking and creative”.
2. Candidates tend to generalize and give one minute answers but it’s important to get the details.
3. “Can you give me a specific example of what you mean?” This is a great interview tool to use to get at more detail when someone is being vague or generalizing.
4. Get specifics – what was the procedure?; what were the original costs?; the end costs?; how did you come up with the idea?; how did you create buy-in, what was the timeline?, give me an example of when you have used your forward thinking abilities to prevent a problem from coming to fruition, etc.
5. Don’t get wrapped up in minutia but get at the info you are looking for.

Common Interviewing Problems



1. The candidate rambles or gets off-topic often and is hard-to reign in.
 - Start your questions asking for specific pieces of info – “I want to get a sense of your motivations for leaving past companies and why you took different roles in your career. Can you comment specifically on those job changes and why you made them?”
 - “That certainly is interesting, but we have a lot of ground to cover and I would really like to get back to _____”
 - “Sorry to interrupt, but I want to make sure we can cover all of the topics I am hoping to address. Can you tell me more specifically about _____?”
 - Pre-emptive strike – “I’ll be asking a lot of questions that are looking to address specific topics/areas and I am looking for you to speak specifically to those points, so please listen carefully before answering.”

Common Interviewing Problems cont.



2. The candidate won't get beyond generalities or gets stuck on a particular question:
 - Start by trying to rephrase the question in a different fashion or that emphasizes a different aspect of a competency or challenge
 - This could just be the candidate being nervous or maybe they had a brain fart on this one particular question. Give them the benefit of the doubt and try to reassure them or transition to a new topic with something like – “don't worry about it, I'm going to ask a lot of questions....you don't need to know all of the answers – I just want to see where your knowledge starts and stops.”
 - Communication skills take many forms and maybe the person is better at explaining things visually. See if drawing a process out or diagramming a project timeline will help them suss out that additional detail you are looking for.
 - If the problem persists, clearly they lack the knowledge or haven't achieved similar results to what the position is asking for. Gather what info you can on critical skills, etc. but you may want to shift the interview to more competency based questions at this point.

Common Interviewing Problems cont.



3. The candidate uses the end of a response to pose a question back to you about a related topic or something entirely different.
 - Be careful not to get caught up too much in flowing dialogue but if it is a relevant and good question you can answer quickly, feel free to reply.
 - However, in most cases politely let them know that it's a good question that you will be happy to address during the later part of your meeting when you have allotted time for their questions.
4. The candidate becomes uncomfortable with the nature of the interview.
 - This type of detail and performance based interview is a bit different than what most interviews can be like. Some people are not expecting to have to give that type of information and may be nervous about such an inquisitive and deep interview style.
 - Do a pre-emptive strike in that introductory period to not only make them feel comfortable by establishing rapport, but let them know you are going to be asking for a lot of specific and detailed information about them and their career with the purpose not to mimic the Spanish Inquisition, but to understand their experiences on a deeper level to better evaluate them for this role.

Potential Flags to look out for



1. Vague, superficial, or short answers when explaining critical issues
2. Lots of energy, great personality, but answers are too general – lots of sizzle, little substance.
3. Too fast of a track record – the person may have been promoted beyond their capability.
4. Lots of reasons why things didn't happen, results weren't achieved, or why recognition didn't occur. A pattern of excuse making is a big clue that they are not the caliber individual you should be hiring.
5. Lots of drive and ambition, but a bit too assertive. This could relate to ego problems, immaturity, or an inability to work in cross-functional teams.
6. Inconsistent track record – flat, down, roller coaster – this will always be blamed on external circumstances.

Questions You Can Not Ask in the Interview



1. Age or anything that can determine age: i.e. you cannot ask “when were you in the army”
2. Race, gender, nationality, or related issues, or anything that can determine it: You are allowed to ask if an individual is authorized to work in the United States. You can not ask if someone is a United States citizen.
3. Clubs, social groups, sexual preference, or religion
4. Anything about a candidate’s arrest record
5. Children or family issues (marital status, etc), now or in the future.
6. Inquiries about physical abilities unless required by the position.

Competency Coding



	Rating	Description
0	Absent/ Negative	The candidate was unable to provide an example or the example provided was inconsistent with acceptable performance for this competency.
1	Somewhat Effective	The candidate demonstrated most of the indicators for successful performance in this competency.
2	Proficient	The candidate's example indicates an ability to successfully employ the knowledge/skills/abilities required to effectively perform this competency.
3	Excellent	The candidate described handling this situation in a manner that exceeds expectations.
4	Leader	The example provided by the candidate indicates that he/she would be considered a role model for others. He/she would be able to train others to be excellent in the competency.

The Phone Interview Guideline



Four Critical Areas to Assess:

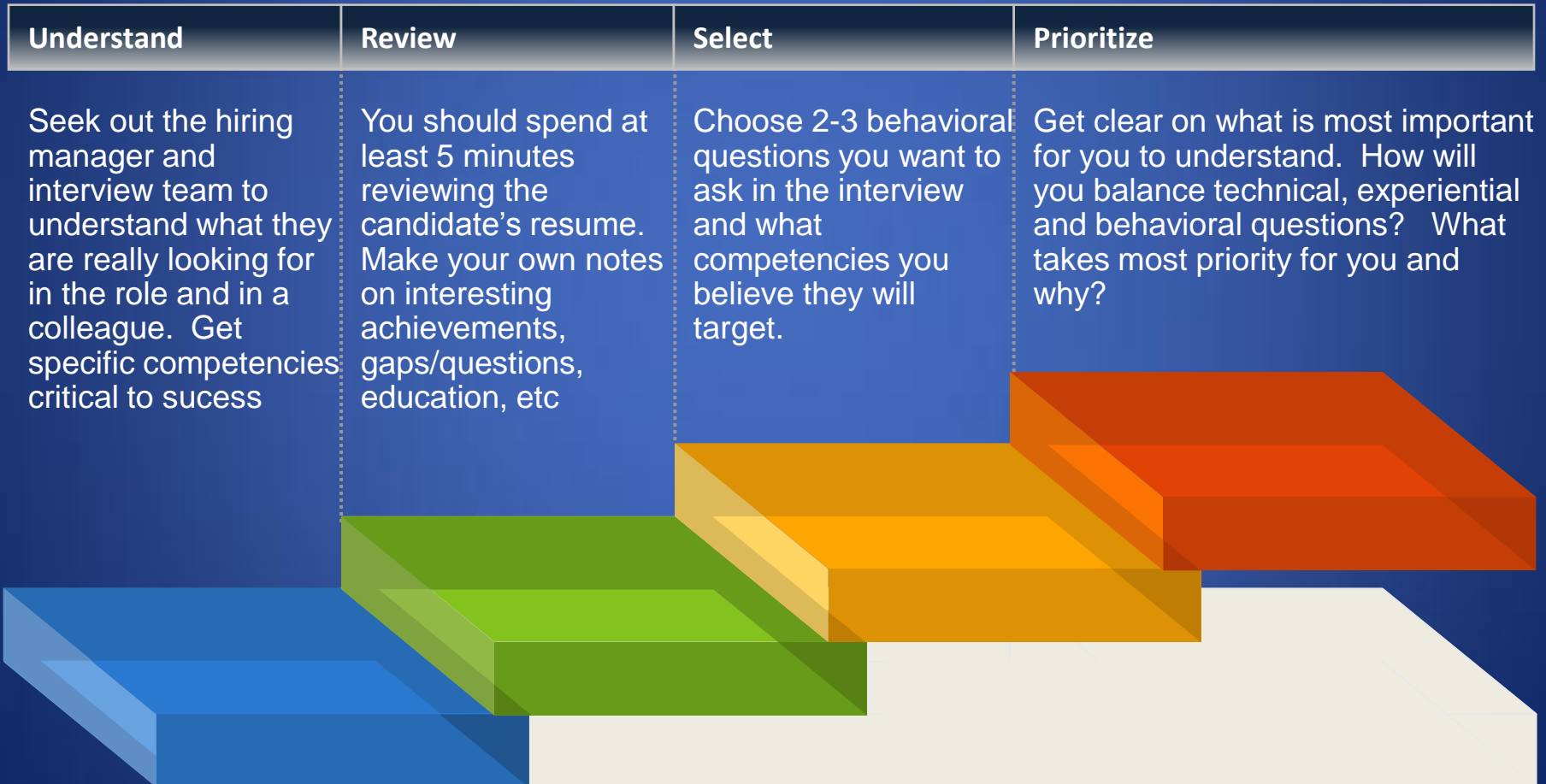
1. Communication of technical abilities/achievements: They should be able to walk through their capabilities and experiences in detail with specific examples
2. Motivation: Why are they looking to leave? If they aren't "actively looking", why was this particular opportunity appealing enough to really consider it?
3. Cultural and Position Fit: What was their favorite company they worked for and why?
4. Digging around the Flags: Get specifics on any gaps in employment, numerous lateral moves, jumpy job history, and push them beyond one sentence answers for additional details

Questions: Answer 1-2 brief questions from the candidate

Interview Preparation



"If I had 8 hours to chop down a tree, I'd spend 6 sharpening my axe"
- Abraham Lincoln



The On-site Interview Roadmap



Introduction
(2-3 minutes)

Introduce yourself and describe your role in the company. Tell the candidate what made you join the organization and what you like best about working there.

Step #1

Step #2



Highlights of Resume
(5 minutes)

Ask the candidate to give you a brief overview of their background, focusing specifically on 2-3 notable achievements. (aka “their Sportscenter Highlight Reel”)

The On-site Interview Roadmap



Ask the candidate to describe their most significant career achievement. Use probing questions to dig deeper into behaviors and their specific role in this accomplishment.

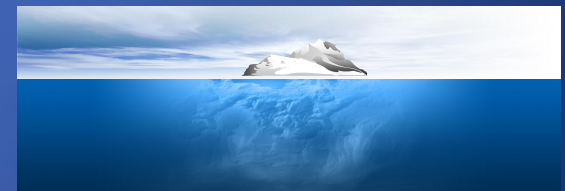


Most Significant Achievement
(7-8 minutes)

Step #3

Step #4

Ask your most important behavioral question. Use probing questions to dig deeper into what the candidate was thinking and feeling. Try to understand the “why” behind their actions.



Behavioral Question #1
(7-8 minutes)

The On-site Interview Roadmap



Ask another behavioral question that targets different competencies. Use probing questions to dig deeper into what the candidate was thinking and feeling. Try to understand the “why” behind their actions.



Behavioral Question #2
(7-8 minutes)

Step #5

Step #6



**Additional Technical, Experiential or
Translational Question(s)**
(5-8 minutes)

Gauge your time left and if appropriate, ask any outstanding technical, experiential or translational questions you want to investigate.

The On-site Interview Roadmap



Make sure to leave at least five minutes for questions from the candidate. Stop wherever you are at that point and let the candidate learn about whatever they are looking to understand.



Field 2-3 Questions from the Candidate
(5-8 minutes)

Step #7



Step #8

A good close out and hand off to the next interviewer (or to wrap up the day) are often overlooked. Give them your business card, and ask if they need to go to the restroom or would like a beverage.



Close Out (1 minute)