



THE ALIGNMENT PROJECT

LEADING YOUR TEAM / COLLABORATION

# HIRE TEAM, NOT TALENT

*"Wrong hires are often the  
result of a poor interview  
process."*

WITH BOBBY BOGARD

*No man has to walk alone.*

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The world is full of stunning résumés and well-coached applicants. It is also full of interview processes that are little more than subjective conversations built on the usual questions. Where do you want to be in five years? Then it is crossed fingers and a wait-and-see. Wrong hires are often the result of exactly that kind of poor process.

## 01 COMMON MISTAKES

### WHERE HIRING GOES WRONG

**Spot filling.** Recruiters fill a position out of frantic need instead of waiting for the right person, swayed by a résumé, interview polish, or personality. Do not fill an open position just because it is open. The wrong hire is detrimental in the long run.

**Skill over culture fit.** Competency is a needed measurement, but chemistry and character get overlooked when a candidate is impressive on paper. Every hiring manager wants the “LeBron James” of their world, and misses the fit.

**Job description vs. true needs.** Fitting a candidate to a rigid job description instead of measuring their fit to the culture, vision, and mission is how you end up hiring a square peg for a round hole.

**Hireling vs. vision carrier.** When you sell the company’s assets instead of its vision and values, the candidate becomes a hireling rather than a vital team member. A vision-oriented employee will serve. An entitled one will only take. **Balance is honest. Talking salary is fine. Being about the money instead of the vision is not.**



## HOW YOU BREAK THE MOLD

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### 01 THE WALK-ABOUT INTERVIEW

Start in the conference room. Applicants expect that. Then take them on a stroll through the offices, and dress a few lead staff down to disguise their roles. How do they treat people at every level? Look for character, not charisma.

### 02 WHAT THEY ASK

Notice the questions they ask. Do they want the how, or do they dig for the why? Look for passion, not potential. And notice when they get uncomfortable. Look for challenges, not chemistry.

### 03 CURVE-BALL QUESTIONS

Candidates are ready for the standard questions, so give them something from left field, planned with your team. Get past the who, what, and when quickly and always land on the why. "If you had unlimited resources, what two causes would you support, and why?" Look for their true self, not their interview self.



## MAKE IT A TEAM EFFORT

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### 01 TEAM TALK, NOT INTERROGATION

Trade the one-person Q&A for a conversation with several people (let the candidate know ahead of time). Bring in players from a variety of departments so the fit is tested across the culture, not just the role.

### 02 TRADE STORIES

Have team members share their own story with the organization, then ask the candidate to react to it around culture, values, and mission. Invite them to share their story too, focused on their why, not their what.

### 03 SET CLEAR EXPECTATIONS

Before they leave, tell them when they'll hear back, what steps remain, and the salary range. Clarify the position's potential and simply ask whether they wish to continue in the process.

REMEMBER

Hire for the team and the culture,  
not the résumé. Character over  
charisma, why over what.

*"A vision-oriented  
employee will serve. An  
entitled employee will only  
take."*

KNOW WHERE YOU STAND

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