Better Hiring:
Tools and Feedback Loops to Reduce Bias and Improve Organizational Agility

Michael Silvi
Think about a time ...
Where we're trying to go ...
What You'll Walk Out With

1. Essential building blocks for hiring
2. Tools for training your team
3. Feedback loops to improve your process
What You'll Walk Out With

1. Essential building blocks for hiring
2. Tools for training your team
3. Feedback loops to improve your process

My Intention: You find 1 tool to apply after Agile 2023
About Me
About Me

- Head of Delivery
- Principal Engineer
- 6+ years as People Manager
- Architected the engineering hiring process
- Participated in hiring loops across other functions, including recruiting, sales, product, and finance
- Built software-driven products for early startups to enterprises
About Stride

Collaborative. Non-Dogmatic. Transparent. Stride builds transformative software. Our expert engineers, designers, and product managers collaborate deeply with clients to meet and exceed your delivery goals while coaching on best practices to leave technology teams transformed for the better. Hand-in-hand, we build custom software that will scale as you grow and create lasting value for both your business and your users.

Founded in 2014 by Debbie Madden
Woman-owned business
Headquarters in NYC
Striders in 15 cities throughout the USA

www.stride.build
Essential
Building Blocks
Example Hiring Process

- Attract Candidates: Source the right candidates
- Screen: Validate a mutual fit
- Onsite & Debrief: Invest in vetting and selling the candidate
- Offer & Close: Differentiate your company from the competition
- Onboard & Retain: Retain the great people you hire
Design The Right Process For Your Company

Career Matrix
What to look for

Design Interviews
How to vet what you're looking for

Scripts
Candidate performance vs. expected proficiency

Rubrics

Debrief
Using data to make a decision
Career Matrix

A structured framework to plan, assess, and manage careers
Capability Categories

01 Organizational
Capabilities each employee should demonstrate

02 Values
Applies to everyone in your organization

03 Functional
Applies uniquely to each role family, e.g. engineering, product, design, marketing
**Example Capabilities**

### Capability: Practice Agile

**Description:** Engage in iterative development, testing, and tight feedback loops throughout the lifecycle of a project to deliver efficiency and value to customers.

**Behaviors:**
- **Work Visibly:** Ensure work is visible to others in a way that is valuable and easily digestible.

### Values: Thinks of More Options

**Description:** We’re not content with binary choices. We challenge ourselves to solve problems creatively. We look for the best idea and focus on what’s most important.

**Behaviors:**
- **Compare Solutions:** Consider and compare multiple ideas to arrive at the best solution.

### Functional: Systems Design

**Description:** Balance trade-offs to apply the right design for the problem.

**Behaviors:**
- **Address Constraints:** Address unique product constraints such as performance, compliance, and security.
Proficiencies

1. Emerging
2. Exploring
3. Practicing
4. Implementing
5. Innovating
### Applying Proficiencies to Levels

<table>
<thead>
<tr>
<th>Capability</th>
<th>Senior Engineer</th>
<th>Lead / Staff Engineer</th>
<th>Principal Engineer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Practice Agile</td>
<td>Practicing</td>
<td>Implementing</td>
<td>Innovating</td>
</tr>
<tr>
<td>Think of More Options</td>
<td>Practicing</td>
<td>Implementing</td>
<td>Innovating</td>
</tr>
<tr>
<td>Systems Design</td>
<td>Implementing</td>
<td>Innovating</td>
<td>Innovating</td>
</tr>
</tbody>
</table>

Proficiencies vary based on what's needed to succeed in different levels.
Design Interviews

Career Matrix

Interview Loop
- Interview 1
- Interview 2
- Interview n

Capability
- Practice Agile
- Capability 2
- Capability n

Script
- Question 1
- Question 2
- Question 3

Rubric
- Emerging
- Exploring
- Practicing
- Implementing
- Innovating

Final Decision
- Strong Yes
- Yes
- No
- Strong No
Scripts & Rubrics

1. General reminders for interviewers
2. Introductions
   a. Introducing self
   b. Setting time and interview expectations
3. Interview script (most of the interview)
4. Candidate Questions & Wrap-up
5. Rubric
6. Final decision guideline
Debrief & Make Decisions

Outcomes:
1. Hire the candidate - yes or no?
2. At what level?
3. Where in the level (high, medium, low)?

Additionally:
Spot gaps in your process
## Debrief Artifact

<table>
<thead>
<tr>
<th>Interview:</th>
<th>Screen</th>
<th>First &quot;Onsite&quot; Interview</th>
<th>Second &quot;Onsite&quot; Interview</th>
<th>Third &quot;Onsite&quot; Interview</th>
<th>Final Proficiency</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interviewer:</td>
<td>Jane</td>
<td>Bobby</td>
<td>Interviewer 3</td>
<td>Interviewer 4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### ORGANIZATIONAL

- Practice Agile
- Systems Thinking
- Make Data-Informed Decisions
- Nurture the Curious Impulse
- Build your Working Relationships to be the Best They Can Be
- Challenge Systems
- Make It Better Than You Found It
- Think of More Options
- Collaborate Like The Work Depends On It

### CORE VALUES

### Engineering (Functional)

- Apply Practice Excellence
- ...Another Eng. Capability
- ...Another Eng. Capability
- Systems Design

---

**Total**: 0
## Example of 1 Review

<table>
<thead>
<tr>
<th>Interview:</th>
<th>Screen</th>
<th>First &quot;Onsite&quot; Interview</th>
<th>Second &quot;Onsite&quot; Interview</th>
<th>Third &quot;Onsite&quot; Interview</th>
<th>Final Proficiency</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interviewer:</td>
<td>Jane</td>
<td>Bobby</td>
<td>Interviewer 3</td>
<td>Interviewer 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ORGANIZATIONAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Practice Agile</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Systems Thinking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Make Data-Informed Decisions</td>
<td>Implementing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CORE VALUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nurture the Curious Impulse</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Build your Working Relationships to be the Best They Can Be</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Challenge Systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Make It Better Than You Found It</td>
<td>Implementing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Think of More Options</td>
<td>Practicing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaborate Like The Work Depends On It</td>
<td>Implementing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Engineering (Functional)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apply Practice Excellence</td>
<td>Implementing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>...Another Eng. Capability</td>
<td>Exploring</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>...Another Eng. Capability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Systems Design</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# A Completed Artifact

<table>
<thead>
<tr>
<th>Interview:</th>
<th>Screen</th>
<th>First “Onsite” Interview</th>
<th>Second “Onsite” Interview</th>
<th>Third “Onsite” Interview</th>
<th>Final Proficiency</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interviewer:</td>
<td>Jane</td>
<td>Bobby</td>
<td>Interviewer 3</td>
<td>Interviewer 4</td>
<td>Final Proficiency</td>
<td>#</td>
</tr>
<tr>
<td>Capability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Final Proficiency</td>
<td>#</td>
</tr>
<tr>
<td>Practice Agile</td>
<td>Implementing</td>
<td>Innovating</td>
<td>Implementing</td>
<td>Innovating</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Systems Thinking</td>
<td>Implementing</td>
<td></td>
<td>Implementing</td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Make Data-Informed Decisions</td>
<td>Implementing</td>
<td>Innovating</td>
<td></td>
<td>Implementing</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Nurture the Curious Impulse</td>
<td>Implementing</td>
<td>Implementing</td>
<td></td>
<td>Implementing</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Core Values: Build your Working Relationships to be the Best They Can Be</td>
<td>Innovating</td>
<td></td>
<td>Innovating</td>
<td>Innovating</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Challenge Systems</td>
<td></td>
<td></td>
<td>Practicing</td>
<td>Practicing</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Make It Better Than You Found It</td>
<td>Implementing</td>
<td></td>
<td>Implementing</td>
<td>Implementing</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Think of More Options</td>
<td>Practicing</td>
<td>Exploring</td>
<td>Emerging</td>
<td>Exploring</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Collaborate Like The Work Depends On It</td>
<td>Implementing</td>
<td>Implementing</td>
<td>Implementing</td>
<td>Implementing</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Engineering (Functional)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apply Practice Excellence</td>
<td>Implementing</td>
<td>Implementing</td>
<td></td>
<td>Implementing</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>...Another Eng. Capability</td>
<td>Exploring</td>
<td>Exploring</td>
<td></td>
<td>Exploring</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>...Another Eng. Capability</td>
<td></td>
<td>Practicing</td>
<td></td>
<td>Practicing</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Systems Design</td>
<td>Implementing</td>
<td></td>
<td>Innovating</td>
<td></td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>36</td>
<td></td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Final Proficiency</th>
<th>#</th>
<th>Current Tier Proficiency</th>
<th>#</th>
<th>Relative Strength</th>
<th>Next Tier Proficiency</th>
<th>#</th>
<th>Relative Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovating</td>
<td>4</td>
<td>Implementing</td>
<td>3</td>
<td>1</td>
<td>Innovating</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Implementing</td>
<td>3</td>
<td>Implementing</td>
<td>3</td>
<td>0</td>
<td>Innovating</td>
<td>4</td>
<td>-1</td>
</tr>
<tr>
<td>Implementing</td>
<td>3</td>
<td>Implementing</td>
<td>3</td>
<td>0</td>
<td>Innovating</td>
<td>4</td>
<td>-1</td>
</tr>
<tr>
<td>Innovating</td>
<td>4</td>
<td>Innovating</td>
<td>4</td>
<td>0</td>
<td>Innovating</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Practicing</td>
<td>2</td>
<td>Implementing</td>
<td>3</td>
<td>-1</td>
<td>Implementing</td>
<td>3</td>
<td>-1</td>
</tr>
<tr>
<td>Implementing</td>
<td>3</td>
<td>Implementing</td>
<td>3</td>
<td>0</td>
<td>Innovating</td>
<td>4</td>
<td>-1</td>
</tr>
<tr>
<td>Exploring</td>
<td>1</td>
<td>Implementing</td>
<td>3</td>
<td>-2</td>
<td>Implementing</td>
<td>3</td>
<td>-2</td>
</tr>
<tr>
<td>Implementing</td>
<td>3</td>
<td>Implementing</td>
<td>3</td>
<td>0</td>
<td>Innovating</td>
<td>4</td>
<td>-1</td>
</tr>
<tr>
<td>Implementing</td>
<td>3</td>
<td>Implementing</td>
<td>3</td>
<td>0</td>
<td>Innovating</td>
<td>4</td>
<td>-1</td>
</tr>
<tr>
<td>Exploring</td>
<td>1</td>
<td>Implementing</td>
<td>3</td>
<td>-2</td>
<td>Innovating</td>
<td>4</td>
<td>-3</td>
</tr>
<tr>
<td>Practicing</td>
<td>2</td>
<td>Implementing</td>
<td>3</td>
<td>-1</td>
<td>Innovating</td>
<td>4</td>
<td>-2</td>
</tr>
<tr>
<td>Innovating</td>
<td>4</td>
<td>Implementing</td>
<td>3</td>
<td>1</td>
<td>Innovating</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>Total</td>
<td>40</td>
<td>-4</td>
<td>Total</td>
<td>50</td>
<td>-14</td>
</tr>
</tbody>
</table>
### Capture Additional Notes

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Background</td>
<td>Candidate has 8 years of experience working full-stack on xp teams, using a variety of tech such as react, angular, typescript, java, python, node, AWS, k8s.</td>
</tr>
<tr>
<td>Interests</td>
<td>Growing as a full-stack engineer, getting to work with more with applicant jobs involving B2C front-end and B2C applications that are lifting off and finding product market fit (0-1)</td>
</tr>
<tr>
<td>Strengths</td>
<td>Candidate has extensive experience with hexagonal architecture and working on xp teams as demonstrated in xyz interviews. Candidate effectively describes actions with data-informed approach, e.g. in interview 1 they described how they helped a team adopt, apply, and evolve SLOs and SLIs that ultimately reduced the team's development cycle by 50% (0-3)</td>
</tr>
<tr>
<td>Development Needs</td>
<td>Giving Feedback, applying design patterns judiciously (see Interview 3)</td>
</tr>
<tr>
<td>Open Questions</td>
<td></td>
</tr>
<tr>
<td>Call-outs (these are statements about candidate, not Questions)</td>
<td>Candidate works GMT hours</td>
</tr>
</tbody>
</table>
Start Career Development on Day 1

- Available information on development opportunities
- New hires understand expectations
- Check-in after ~3 months:
  - How effectively did the interview process do its job?
  - What are we getting right?
  - What are we missing?
  - How should we iterate?
Take a guess on what the Talent Review looks like for employees ...
Almost Identical to the Debrief Artifact!

Built from your Career Matrix, reviewing capabilities & proficiencies

<table>
<thead>
<tr>
<th>Capability</th>
<th>Self Review</th>
<th>Manager Review</th>
<th>Final Proficiency</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ORGANIZATIONAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Practice Agile</td>
<td>Innovating</td>
<td>Innovating</td>
<td>Innovating</td>
<td>4</td>
</tr>
<tr>
<td>Systems Thinking</td>
<td>Implementing</td>
<td>Innovating</td>
<td>Innovating</td>
<td>4</td>
</tr>
<tr>
<td>Make Data-Informed Decisions</td>
<td>Implementing</td>
<td>Innovating</td>
<td>Innovating</td>
<td>4</td>
</tr>
<tr>
<td>Nurture the Curious Impulse</td>
<td>Implementing</td>
<td>Implementing</td>
<td>Implementing</td>
<td>3</td>
</tr>
<tr>
<td>Build your Working Relationships to the Best They Can Be</td>
<td>Innovating</td>
<td>Innovating</td>
<td>Innovating</td>
<td>4</td>
</tr>
<tr>
<td>Challenge Systems</td>
<td>Practicing</td>
<td>Practicing</td>
<td>Practicing</td>
<td>2</td>
</tr>
<tr>
<td>Make It Better Than You Found It</td>
<td>Implementing</td>
<td>Implementing</td>
<td>Implementing</td>
<td>3</td>
</tr>
<tr>
<td><strong>CORE VALUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Think of More Options</td>
<td>Exploring</td>
<td>Exploring</td>
<td>Exploring</td>
<td>1</td>
</tr>
<tr>
<td>Collaborate Like The Work Depends On It</td>
<td>Implementing</td>
<td>Implementing</td>
<td>Implementing</td>
<td>3</td>
</tr>
<tr>
<td><strong>Engineering (Functional)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apply Practice Excellence</td>
<td>Implementing</td>
<td>Implementing</td>
<td>Implementing</td>
<td>3</td>
</tr>
<tr>
<td>...Another Eng. Capability</td>
<td>Exploring</td>
<td>Exploring</td>
<td>Exploring</td>
<td>1</td>
</tr>
<tr>
<td>...Another Eng. Capability</td>
<td>Practicing</td>
<td>Practicing</td>
<td>Practicing</td>
<td>2</td>
</tr>
<tr>
<td>Systems Design</td>
<td>Innovating</td>
<td>Innovating</td>
<td>Innovating</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td>37</td>
</tr>
</tbody>
</table>
Advantages of having the same standard for hiring and internal review or promotion:

- Reduce bias in evaluation and compensation
- Interviewing team has the same expectations, language, and examples for hiring and internal review
- Evolve your hiring process with your evolving needs for capabilities
Invest & Be Consistent

- Hiring 101
  - Legal training
  - Bias reduction
  - Framework & tools for interviewers
- See One, Do One, Teach One
See One

Trainer runs interview
Trainee observes
Do One (...or a few)

See One

- Trainer runs interview
- Trainee observes

Do One

- Trainer runs 50%, provides feedback
- Trainee runs 50%
- Trainer supports, provides feedback
- Trainee runs interview
Teach One

See One

Trainer runs interview
Trainee observes

Do One

Trainer runs 50%, provides feedback
Trainee runs 50%

Do One

Trainer supports, provides feedback
Trainee runs interview

Teach One

Trainer runs interview
Trainee observes
Feedback Loops To Improve
Funnel Metrics

- Understand pass-through rates and implications
- Use data to understand where to improve
- Join funnel data with interview capacity for meaningful insights
How many interviews for 1 hire?

How many interviews for 1 hire?

WEEKLY MESSAGES
APPLICATION
PHONE SCREEN
TECH SCREEN
ONSITE
OFFER
HIRE

1,000
200
150
75
50
5
1

20%
75%
50%
66.7%
10%
20%

Retain the talent we invest in hiring!
How many interviews do we have capacity for?

<table>
<thead>
<tr>
<th>Interview</th>
<th>Trained Interviewers</th>
<th>Sustainable interviews / week</th>
<th>Interview Capacity</th>
<th>Interview time + admin time</th>
<th>&quot;Sustainable&quot; Time Allocated (capacity X interview time)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tech Screen</td>
<td>10</td>
<td>2</td>
<td>20</td>
<td>75 mins</td>
<td>1,500 mins or 25 hours</td>
</tr>
<tr>
<td>Systems Design</td>
<td>5</td>
<td>2</td>
<td>10</td>
<td>75 mins</td>
<td>750 mins or 12.5 hours</td>
</tr>
<tr>
<td>Pairing Interview</td>
<td>10</td>
<td>1</td>
<td>10</td>
<td>120 mins</td>
<td>1,200 mins or 20 hours</td>
</tr>
</tbody>
</table>
## How many hires can we sustainably make?

<table>
<thead>
<tr>
<th>Interview</th>
<th>Interviews Needed for 1 Hire</th>
<th>Weekly Interview Capacity</th>
<th>How long for 1 hire?</th>
<th>Time for 1 hire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tech Screen</td>
<td>75</td>
<td>20</td>
<td>3.75 weeks</td>
<td>93.75 hours</td>
</tr>
<tr>
<td>Systems Design</td>
<td>50</td>
<td>10</td>
<td>5 weeks</td>
<td>62.5 hours</td>
</tr>
<tr>
<td>Pairing Interview</td>
<td>50</td>
<td>10</td>
<td>5 weeks</td>
<td>100 hours</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>175</strong></td>
<td></td>
<td></td>
<td><strong>256.24 hours (~6 weeks)</strong></td>
</tr>
</tbody>
</table>

**Cost**

**Time**
Levers To Evolve Process

- Fail sooner, for the right reasons
- Change the target hire number
- Train more interviewers (increases cost)
- Shorten interview times (impacts quality)
How many interviews for 1 hire?

Retain the talent we invest in hiring!
How many interviews for 1 hire?

Retain the talent we invest in hiring!
Sell Candidates on Your Value Proposition

- Compensation & Benefits
- Mission
- Culture & Values
- Success Stories
- Career Growth

Your Interview Process is an expression of your Brand & Culture
Sell Candidates on Your Value Proposition

Your Interview Process is an expression of your Brand & Culture

- Compensation & Benefits
- Mission
- Culture & Values
- Success Stories
- Career Growth
Use Data to Build Your Team's Pitch

- Stay + Exit interviews
- Glassdoor \ Blind
- Company Position + Competitive Advantages
- Candidate Experience
- Qualitative data from Hiring Team
- Advantages of Team

Compensation + Benefits
Success Stories

Mission
Career Growth
Culture + Values
Elephants
Additional Considerations

- **Diverse** Interview Team
- Commit to **iterating** on the process
- **Retrospectives** (see appendix)
To Conclude
What We've Covered

- Essential building blocks
  - Connect career matrix to interview design
  - Consistent scripts & rubrics
  - Tie it all together with debrief
- Tools for training
  - See one, do one, teach one
- Feedback loops
  - Optimize your funnel
  - Manage interview capacity
  - Sell your value proposition
Thank You!

Michael Silvi
Head of Delivery, Principal Engineer

Let's connect on LinkedIn!
Appendix
Some Book Recommendations

2. Who, by Geoff Smart, Randy Street
3. Management 3.0: Leading Agile Developers, Developing Agile Leaders (Addison-Wesley Signature Series (Cohn)), by Jurgen Appelo
4. Hire With Your Head: Using Performance-Based Hiring to Build Outstanding Diverse Teams, by Lou Adler
5. Hiring Geeks that Fit, Johanna Rothman
6. Agile Retrospectives: Making Good Teams Great, by Esther Derby and Diana Larson
7. To Sell is Human, by Daniel Pink
# Example of "selling" Talking Points from Stride

<table>
<thead>
<tr>
<th>Career Growth</th>
<th>Transparency</th>
<th>Meaningful Work</th>
<th>Variety of Clients &amp; Tech Stacks</th>
</tr>
</thead>
</table>
| • 2x / year talent review  
• Daily, weekly, bi-annual feedback processes  
• Clear & transparent career matrix  
• X amount per year for training & development  
• Pair \ ensemble \ solo | • Core values  
• Company-wide decisions \ voting  
• Sharing company financial health (monthly \ quarterly \ yearly results)  
• Burnup chart for key measures  
• Scorecards for new work | • Enable green energy on grid, EdTech, int'l organization for human rights  
• Visualize how much of our current portfolio is aligned to our target portfolio | • Open-source  
• Language \ tech-stack agnostic  
• Learn effective approaches from client work and add those to your toolbox |
Common Evaluation Methods

- Present on a topic
  - Helpful for understanding communication, depth, public speaking
- Behavioral - “tell me a time when”
  - Great for conversations about values
- Scenario-playing
  - Higher-stakes moments where outcomes are important, e.g.: giving feedback, selling a deal
- Collaborate on a problem together
  - Can gauge problem solving, collaboration, values, feedback
  - Examples:
    - Pair on code, design, or putting together a story map
    - Design a system
    - Analyze a funnel (marketing, sales, recruiting, product)
Imagine that your project is a ship sailing to the islands that symbolize your goals. What factors can help or obstruct your ship’s voyage?

1. **Goals**
   - What are you aiming for?

2. **Risks**
   - What issues might block your project from sailing smoothly?

3. **Delays**
   - What blockers might slow down your project from shipping at the right time?

4. **Boosts**
   - What will help your project move faster?

Share your thoughts on what these factors may be by adding a sticky note under the respective headers.
Retrospect

What scope to retrospect?

- Specific Interview, e.g. "Technical Screen"
- Training Process for specific interview
- Vetting for a Function or role

Whole Funnel
Data Ideas for Retrospection

- Funnel metrics/data
  - Pass-through rates (Applicant Tracking Systems (ATS) have many views into this)
- **Collect feedback on interviews in each scorecard; aggregate them and bring into retrospective**
- Survey candidates post-interview about their experience
- Ask new hires about their experience
- Interview Trainees have rich observations to share, survey them as well!
- **Methodically track why candidates reject offers**
- **Identify patterns where candidates typically fail**
- (Sensitive) Identify how effectively you level candidates by understanding performance of new hires, e.g. compare debrief with talent review
Remote Retrospectives

Homegrown open-source from Stride!
Remote Retro (https://remoteretro.org)