# HIRING EVENT RECORD

**Hiring Event**

**Hiring leader** **Organization**

**Position / opportunity** **Search opened**

**Problem beneath the position**

**What result must become better because this person is hired?**

**Why does this need action now?**

**CANDIDATE RECORD USE**

Use only the candidate records the search requires. Three serious finalists will often be sufficient. Candidate Records 4 and 5 are provided for flexibility when the search requires them.

# WORK UNIVERSE NEEDS ASSESSMENT

**Hiring Event**

**Outcome**

**Critical work**

**Unresolved problems**

**Context**

**Conditions of the work**

**Constellation need**

**Selection and vacancy consequences**

**Future and market reality**

# SUCCESS PROFILE

**Hiring Event**

| Dimension | What success requires | Evidence I should observe | Day 1 | Developable |
|---|---|---|---|---|
| **Character** | | | ☐ | ☐ |
| **Curiosity** | | | ☐ | ☐ |
| **Capacity** | | | ☐ | ☐ |
| **Collaboration** | | | ☐ | ☐ |
| **Competence** | | | ☐ | ☐ |
| **Role requirement** | | | ☐ | ☐ |

# INTERVIEW TEAM AND SELECTION EVIDENCE PLAN

**Hiring Event**

| Interviewer | Perspective represented | Success Profile focus | Evidence, questions, or scenarios |
|---|---|---|---|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

**Evidence still missing before interviews**

**Planned work sample / working problem**

**Coordination / verification notes**

# CANDIDATE 1 - INTERVIEW RECORD

**Hiring Event**

**Candidate name** **Interview date**

**Current role / organization**

**Initial screen / why advanced**

**Evidence still needed before this interview**

**Questions or concerns to test**

**Reported evidence / stories**

# CANDIDATE 1 - EVIDENCE RECORD

**Hiring Event**

**Candidate name**

**Thinking, decisions & alternatives**

**Learning, accountability & disagreement**

**Observed evidence / work sample**

**Concern testing / candidate response**

**Work Universe conversation / candidate questions**

**Independent verification / targeted clarification**

# CANDIDATE 1 - SELECTION EVIDENCE SUMMARY

**Hiring Event**

**Candidate name**

| Dimension | Strongest evidence | Remaining concern | Evidence still needed |
|---|---|---|---|
| **Character** | | | |
| **Curiosity** | | | |
| **Capacity** | | | |
| **Collaboration** | | | |
| **Competence** | | | |
| **Fearless Communication** | | | |
| **Constellation effect** | | | |

**Overall evidence judgment**

*Do not convert the dimensions into a simple total.*

# CANDIDATE 2 - INTERVIEW RECORD

**Hiring Event**

**Candidate name** **Interview date**

**Current role / organization**

**Initial screen / why advanced**

**Evidence still needed before this interview**

**Questions or concerns to test**

**Reported evidence / stories**

# CANDIDATE 2 - EVIDENCE RECORD

**Hiring Event**

**Candidate name**

**Thinking, decisions & alternatives**

**Learning, accountability & disagreement**

**Observed evidence / work sample**

**Concern testing / candidate response**

**Work Universe conversation / candidate questions**

**Independent verification / targeted clarification**

# CANDIDATE 2 - SELECTION EVIDENCE SUMMARY

**Hiring Event**

**Candidate name**

| Dimension | Strongest evidence | Remaining concern | Evidence still needed |
|---|---|---|---|
| **Character** | | | |
| **Curiosity** | | | |
| **Capacity** | | | |
| **Collaboration** | | | |
| **Competence** | | | |
| **Fearless Communication** | | | |
| **Constellation effect** | | | |

**Overall evidence judgment**

*Do not convert the dimensions into a simple total.*

# CANDIDATE 3 - INTERVIEW RECORD

**Hiring Event**

**Candidate name** **Interview date**

**Current role / organization**

**Initial screen / why advanced**

**Evidence still needed before this interview**

**Questions or concerns to test**

**Reported evidence / stories**

# CANDIDATE 3 - EVIDENCE RECORD

**Hiring Event**

**Candidate name**

**Thinking, decisions & alternatives**

**Learning, accountability & disagreement**

**Observed evidence / work sample**

**Concern testing / candidate response**

**Work Universe conversation / candidate questions**

**Independent verification / targeted clarification**

# CANDIDATE 3 - SELECTION EVIDENCE SUMMARY

**Hiring Event**

**Candidate name**

| Dimension | Strongest evidence | Remaining concern | Evidence still needed |
|---|---|---|---|
| **Character** | | | |
| **Curiosity** | | | |
| **Capacity** | | | |
| **Collaboration** | | | |
| **Competence** | | | |
| **Fearless Communication** | | | |
| **Constellation effect** | | | |

**Overall evidence judgment**

*Do not convert the dimensions into a simple total.*

# CANDIDATE 4 - INTERVIEW RECORD

**Hiring Event**

**Candidate name** **Interview date**

**Current role / organization**

**Initial screen / why advanced**

**Evidence still needed before this interview**

**Questions or concerns to test**

**Reported evidence / stories**

# CANDIDATE 4 - EVIDENCE RECORD

**Hiring Event**

**Candidate name**

**Thinking, decisions & alternatives**

**Learning, accountability & disagreement**

**Observed evidence / work sample**

**Concern testing / candidate response**

**Work Universe conversation / candidate questions**

**Independent verification / targeted clarification**

# CANDIDATE 4 - SELECTION EVIDENCE SUMMARY

**Hiring Event**

**Candidate name**

| Dimension | Strongest evidence | Remaining concern | Evidence still needed |
|---|---|---|---|
| **Character** | | | |
| **Curiosity** | | | |
| **Capacity** | | | |
| **Collaboration** | | | |
| **Competence** | | | |
| **Fearless Communication** | | | |
| **Constellation effect** | | | |

**Overall evidence judgment**

*Do not convert the dimensions into a simple total.*

# CANDIDATE 5 - INTERVIEW RECORD

**Hiring Event**

**Candidate name** **Interview date**

**Current role / organization**

**Initial screen / why advanced**

**Evidence still needed before this interview**

**Questions or concerns to test**

**Reported evidence / stories**

# CANDIDATE 5 - EVIDENCE RECORD

**Hiring Event**

**Candidate name**

**Thinking, decisions & alternatives**

**Learning, accountability & disagreement**

**Observed evidence / work sample**

**Concern testing / candidate response**

**Work Universe conversation / candidate questions**

**Independent verification / targeted clarification**

# CANDIDATE 5 - SELECTION EVIDENCE SUMMARY

**Hiring Event**

**Candidate name**

| Dimension | Strongest evidence | Remaining concern | Evidence still needed |
|---|---|---|---|
| **Character** | | | |
| **Curiosity** | | | |
| **Capacity** | | | |
| **Collaboration** | | | |
| **Competence** | | | |
| **Fearless Communication** | | | |
| **Constellation effect** | | | |

**Overall evidence judgment**

*Do not convert the dimensions into a simple total.*

# FINAL SELECTION AND PATIENCE JUDGMENT - 1

**Hiring Event**

**Recommended decision**

- [ ] Select now
- [ ] Continue the search
- [ ] Select for development
- [ ] Redesign the role
- [ ] Gather additional evidence

**Strongest evidence supporting this judgment**

**Likely contribution to the Work Universe**

**If not selecting now: evidence or redesign required next**

# FINAL SELECTION AND PATIENCE JUDGMENT - 2

**Hiring Event**

**Readiness and development gap**

**Work Universe Risk and vacancy consequences**

**Work Universe Risk mitigation**

**Leader responsibility**

**Reason in one sentence**

# THE SELECTION WE MADE

**Hiring Event**

**Person selected** **Start date**

**Problem we hired this person to solve**

**Contribution we expect**

**Evidence that gave me confidence**

**Development gap I knowingly accepted**

**Work Universe Risk I knowingly accepted**

**What I promised to provide as the leader**

**Pre-offer conversation notes**

# NINETY-DAY SELECTION CONFIRMATION AND CORRECTION PLAN

**Hiring Event**

**Person selected** **Start date**

| Period | Expected evidence | Support & access | Review notes |
|---|---|---|---|
| Days 1-30 | | | |
| Days 31-60 | | | |
| Days 61-90 | | | |

**Evidence that would require action before the next scheduled review**

# SELECTION CONFIRMATION AND LESSONS

**Hiring Event**

**Confirmation decision**

- [ ] Confirm
- [ ] Extend focused support
- [ ] Redesign the role
- [ ] Reposition the employee
- [ ] End the relationship

**What confirmed the original selection judgment?**

**What contradicted or complicated the original judgment?**

**What support, role, or leadership action changed because of the evidence?**

**Decision owner / action / date**

**What will I carry into the next selection decision?**