

3 ways to Identify Candidates



Who Excel at Job Hunting but Struggle in Roles

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Introduction

Have you ever hired a candidate who seemed perfect on paper and dazzled in the interview, only to watch them struggle and falter once they started the job? This scenario is all too common and can be incredibly costly and frustrating for businesses. As a consulting psychologist specializing in helping companies hire the right people for their cultures, I've seen this issue countless times. But what if you could learn to spot these “great interview, poor performer” candidates before they join your team? In this article, we'll uncover why some individuals excel at getting jobs but struggle to perform—and, more importantly, how to identify them during the hiring process.

“Hiring is not just about finding someone who can do the job; it's about finding someone who will thrive in the role and contribute to the team's success.”

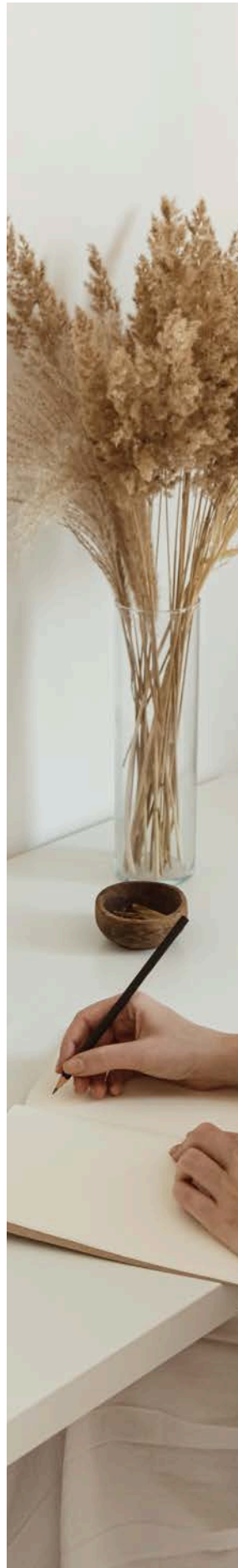
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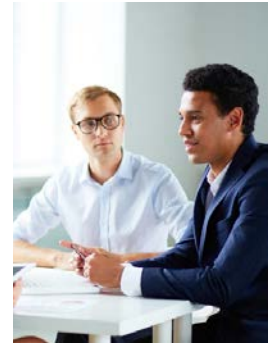
01 The Charm of the Interview Stage

Many job seekers have perfected the art of interviewing. They present themselves as ideal candidates, impressing with their confidence and charisma. Here's why they shine during the hiring phase:



Excellent Communication Skills

They know how to talk the talk, making even mundane experiences sound extraordinary. For example, a candidate might narrate a simple project management task as a complex, high-stakes endeavor, showcasing their leadership and problem-solving skills.



Well-Practiced Responses

Armed with rehearsed answers, they navigate common interview questions effortlessly, tailoring their responses to match the job description. I recall one candidate who seemed to have a textbook-perfect answer for every technical query, creating an impression of unparalleled expertise.



Impressive Resumes

They craft resumes that highlight their achievements, sometimes embellishing their experiences and skills. I once encountered a candidate who claimed extensive experience with a specialized software but was later revealed to have only basic knowledge.



Strong Networking Abilities

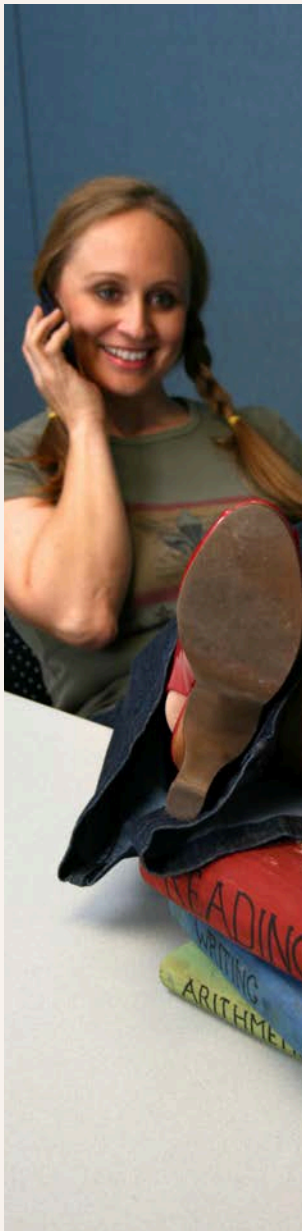
Leveraging their connections, they secure glowing referrals and recommendations that can make them seem like a perfect fit. A candidate might come highly recommended by a respected industry contact, which can sometimes overshadow their actual capabilities.



02

The Performance Gap

However, reality often hits hard once these candidates are on the job. Here's why they might underperform:



Lack of Real-World Skills

The abilities they showcased during the interview may not reflect their actual competence. For instance, a marketing professional might struggle to deliver effective campaigns, despite their confident interview demeanor.

Poor Adaptability

They may have difficulty adjusting to the specific demands and culture of the new workplace. I recall a hire who, despite an impressive interview, couldn't fit into the collaborative culture of their new team and underperformed.



Over Reliance on Soft Skills

While communication and networking are important, they might lack the technical skills required for the job. An example is a salesperson who excelled in initial meetings but failed to close deals due to insufficient product knowledge.

Misalignment with Job Requirements

They may have been hired for their potential rather than proven abilities, leading to a mismatch. I once consulted for a company that hired a candidate based on their potential to innovate, but they couldn't meet the day-to-day operational demands of the role.



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Identifying Potential Underperformers

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To avoid hiring individuals who are great at interviews but poor performers, companies need to refine their hiring processes. Here are some game-changing strategies:

Behavioral Interviewing

Focus on past behavior as an indicator of future performance. Ask candidates to provide specific examples of how they have handled relevant situations. For instance, "Can you describe a time when you had to manage a difficult project with limited resources?"

Skills Assessments

Implement practical tests or simulations that evaluate the candidate's actual abilities. One company I worked with used coding tests for developer positions, revealing discrepancies between claimed and actual skills.

Structured Interviews

Use a consistent set of questions for all candidates to reduce biases and compare responses more effectively. This method helped another client of mine identify key differences in candidate capabilities that were not apparent in an unstructured setting.

Cultural Fit Assessments

Evaluate how well the candidate's values, work style, and personality align with the company culture. For example, a start-up might assess whether a candidate thrives in a fast-paced, ever-changing environment.

Reference Checks

Conduct thorough reference checks to verify the candidate's past performance and work ethic. I recall uncovering crucial information about a candidate's collaborative skills that was not apparent during the interview.

Trial Periods

Consider implementing a probationary period where the candidate's performance is closely monitored before making a permanent hiring decision. One of my clients saw significant improvements in overall hiring success rates by adopting this approach.

Conclusion and Next Steps

Hiring the right people for your organization is both an art and a science. While some candidates may excel at presenting themselves during the hiring process, it's essential to delve deeper to ensure they possess the skills and attributes necessary for long-term success. By incorporating the strategies outlined above, companies can improve their hiring processes and build a team that truly fits their culture and drives their success.



For more insights and personalized advice on hiring the right people for your company's culture, visit www.thecompanypsychologist.com and subscribe to our newsletter. Discover how you can transform your hiring process and ensure every new hire is a perfect fit for your team.

Securing a job requires skill in presentation, but excelling in a job demands dedication and capability.



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