

# 7. Feedback/Debrief - Offer Stage

We're getting so close! The interview is done, and you've set expectations. Let's hold the candidate and yourself accountable; get on a debrief call with the candidate and also get the candidate the feedback we promised.

## Timeline

ASAP! The hope is that you've gotten used to setting expectations and holding them accountable. The general rule of thumb is to get on a debrief call with the candidate immediately after the interview; ideally no later than 24 hours.

## Debrief Call

While all the information is fresh in the candidate's mind; jump on a meeting with them and gather as much information as you can.

- ARE YOU STILL INTERESTED IN THE JOB? WHY OR WHY NOT?
- Was there anyone unexpected on the call? What were their names and titles?
- What type of questions did they ask you, be specific. This type of info can help prep the next candidate, or the current candidate for the next round.
- Were there any concerns about your answers, be detailed. Here's our chance to address these concerns before we hear back from the client. Imagine...
  - Being able to reach out to the AM/Client right away, and letting them know that your candidate realized on their own that they answered a question wrong and has a better answer...
- What's one thing that stuck out to you, most impressive, etc?
- What did they say they liked about you? Be specific
  - Did they mention any concerns? Be Specific
- Are there any other questions, feedback, comments, you want to provide to the client?
- Re-set expectations:
  - Are you still interested in this role, why or why not? What are the reasons? If I could address those concerns, would you consider the role?
  - Get the candidate's timeline; do you have other interviews with other companies? When are you available for the next interview? Are you still able to go through the whole process with me? Get the details.

## Debrief Call Checklist

- ☐ ARE YOU STILL INTERESTED? Why? Why Not?
- ☐ WHAT ELSE DO YOU HAVE GOING ON? Details!
- ☐ Every question asked, how they answered, concerns?
- ☐ Candidates last chance notice to client?
- ☐ Did they ask about \$: Detail of conversation
- ☐ Did they mention next steps

## Feedback

Whether it was positive or negative, we should always relay the information back to the candidate. We are **accountable** to them as well. ALSO, you never know, the candidate may say something that can change the outcome of the process.

- The information could be added to future interview prep notes.
- The information could also be used to help improve ongoing candidate search.

### Positive:

Outside of an offer, please keep the following in mind when providing positive feedback

- **CHECK THEIR EXPECTATIONS FIRST** (what if they're no longer interested anymore? Why are they still interested?)
- Share the positive news, keep the candidate engaged, and use everything you learn to re-set expectations. (DONT FORGET THE NEGATIVE FEEDBACK!)
  - WHAT DID THE CANDIDATE DO WELL ON? WHAT CAN THE CANDIDATE IMPROVE ON FOR THE SECOND ROUND?
  - Let the candidate know what they did great on, what they could improve on. Lean on their strength for future interviews, and also show that they've learned and improved as well.
- Schedule the next round ASAP (revert to the previous module)

### Negative:

The candidate did not do well and will not be moving on to the next round. Here are some examples you might experience.

- The candidate is a **No...**
  - Share detailed reasons? Is there anything that the candidate can do at this stage to help satisfy those reasons?
  - Take this opportunity to strengthen your relationship.

- Here are some items that the client thought you could improve on. Let's work on this together and prepare better next time around.
- Get referrals! While we focus on other roles, do you know anyone in your network who you think would be the right fit for this role?
- The candidate is a **maybe**, we're on the fence, we want to see comparisons
  - Ask the same questions above.
  - **If the opportunity presents itself, be bold:**
    - Provide any feedback that can help address those concerns to the AM. Based on that feedback does the candidate feel confident moving on to the next round?
    - I suggest having one more interview scheduled to clear any doubts.
- The candidate is **too expensive**:
  - Approach with care, do not just state the comment, give reasons why and ask how the candidate feels regarding this comment.
    - Is there any situation where the candidate would accept a lower offer?
    - If I can still get you an offer at the new amount can I accept on your behalf?
    - MARKET INTEL?

## Offer "Pre-Close":

We're feeling good, we're excited, but do not lose focus! Continue to set expectations and control the process. **Do NOT jump straight to the offer**; remind the candidate of their motivators for interviewing in the first place, and ask them again what it would take for them to accept an offer. Do you sense cold feet, not too confident in the acceptance, this is why we want to confirm all information again and again and again. The closer the candidate gets to the offer stage, the harder it will be for them to make a decision. Here are some sample questions you can ask.

BEFORE you go to the candidate: ask the AM / Client... Start date, onboarding process, remaining steps, is this the best offer, room to negotiate, take it or leave it, and so on. **GET FEEDBACK! (GOOD AND BAD)**

- ARE YOU STILL INTERESTED IN THIS JOB?
- Under what circumstances would you accept the offer?
- If the offer is below the conditions we just discussed, can I automatically decline the offer and not be worth me calling you back to present it?
  - Why not/Why?

- If they offer you ABC, DEF, and XYZ, can I accept the offer on your behalf?
  - Why not/Why?
- The candidate wants time to think!
  - This is not the time to think, we discussed this during our debrief call, no one wants to be the second choice.
  - They really want you to join, but if you decline, they can't afford to lose their "runner up"
- When can you officially start?
- When would you give your two weeks notice?
- Do you expect your manager to use the two-week notice?
- Are you expecting a counter-offer? Under what circumstances would you accept the counteroffer? WE ALREADY TALKED ABOUT THIS NO SURPRISES!
  - MENTION IT BEFORE HAND!!! BEFORE ITS TOO OOOOOO LATE!
  - **Next Level** imagine knowing this from the very beginning and setting expectations when we submitted the candidate.
  - If you got them the offer would they cancel all other interviews? Why or why not?

Schedule the 2nd call immediately to make the offer if you feel confident that they will accept.

#### NOTE:

Ideally you should present an offer as a statement, and not as a question.

## APN: - Action Activities Immediately - Update Your Notes

Best Practice: ...until it becomes routine.

Keeping track of multiple candidates as they move through various stages of the recruitment process can get confusing. Luckily you can stay organized and track this information within APN.

- Make it a habit to update the candidate's activity as they move through the process, and ensure you add detailed notes ASAP.
- You can also track your entire pipeline on the ATS homepage.

## Links to Other Modules

[0. Prelude: Way of Work - Organization, Best Practice, Top of Mind](#)

[1. Introduction - Recruiter](#)

[2. What to Work On - Partnering with an Account Manager](#)

☰ 3. Sourcing (Networking) & Boolean

☰ 3.5. Resume Screening

☰ 4. Candidate Interview vs Talent Meeting, Relationship, Work Smart

☰ 5. Candidate Submission to AM

☰ 6. Interview Scheduling & Interview Prep

☰ 7. Feedback/Debrief - Offer Stage

☰ 8. Onboarding, Background Checks, & Future Opportunities