

# Recruiter Nuance:

## Reading and Closing Candidates



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Erica Arkin

Independent Recruiting Consultant

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# A Little Bit About Me...

▣ **Name:** Erica Arkin

▣ **Residence:** Westwood, MA

▣ **Family:**

- Husband: Josh
- 10-Year-Old Son: Lucas
- 8-Year-Old Daughter: Cori
- Cat: Sunny

▣ **Life Sciences Experience:** 18 years

▣ **Recruiting Experience:**

- 7 Years with boutique agency
- 9 years in-house Manager, Team Lead & Individual Contributor
- 2.5 years Independent Consultant

▣ **Position:** Recruiting Manager (Independent Consultant)

▣ **Current Client:** Tango Therapeutics



# What We'll Cover...





## Reading Between the Lines

# Resume Clues

- ☒ Spelling, grammar, typos: When does it matter/not matter?
- ☒ Is there an objective on the resume? If so, does it match the job they are interviewing for?
- ☒ Employment gaps
- ☒ Evidence of decreasing responsibility over time
- ☒ Evidence of a career that has reached a plateau or even gone in the “wrong” direction
- ☒ Short-term employment at several jobs
- ☒ Multiple shifts in career path

How many “strikes” until the candidate is “out”?





Unexplained or poorly explained employment gaps

Deliberate ambiguity around career moves

Is or was at a more senior level than the role they are interviewing for

Lack of professionalism

Lack of preparedness

Doesn't ask any questions/narrow focus of questions

Irritable, rude, interrupts

Would have to take a major pay cut for this role

Sounds like they want ANY job

They tell you they are interviewing with other companies but haven't heard back yet





Telephone



- Make the candidate feel welcome
- Explain the structure of the call
- Maintain control of the call's structure
- Don't get distracted or stop listening
- Keep an open mind and consider trying to prove your initial perception wrong
- Consider asking unplanned questions that may help you dig into an issue/concern that arises during the call
- Take detailed notes
- Be genuine
- Try to wear the hiring manager's shoes
- Put them at ease, gain their trust and they'll reveal it all!



# Rapport with Candidates

## **BUILDING**

- Use of names, positive tone of voice, friendly greeting
- Clear introduction and explanation of process
- Reflecting back
- Follow-up questions
- Relating with a personal story
- Summarizing

## **HINDERING**

- Asking a similar question to one already asked or answered
- Losing your 'train of thought'
- Negative tone of voice
- Finishing the candidate's sentences or interrupting
- Rushing the candidate

# Be Prepared to Answer Questions Regarding...

- Company Culture
- Basic details about the company: Org chart, size, financial status, pipeline, Covid practices, work from home flexibility
- Basic details about the role: Team members' titles/structure, career path from the role
- Specific/technical questions: Don't be afraid to say you don't know!
- For questions we don't have the answer to, do we need to follow up and answer them later?

# The “Sell” on Your Company...

When do you give your sales pitch during a phone screen?





# Capturing & Sharing Feedback

- Capture your raw feedback in the notes immediately following the interview (before you forget!) by writing a stream of consciousness and/or filling out check boxes
- Remember to use caution legally with what you capture in writing
- Develop a standardized way you share feedback with Hiring Managers that is easy for them to digest as well as refer to.

## My Style:

1. Very detailed notes, sent electronically to Hiring Manager
2. Summary from the notes is pasted into the body of the email for a quick snapshot

## Pros:

## To Dig Into:

## Red Flags:



# Communication with Candidates



# Interviewing is like Dating



What DON'T we say when we're on a first date?

How soon would you like to get married?  
ex.

I'm still in love with my  
ex.

How am I doing so far?

How much money do you make?

Does this mole look concerning to  
you?

You remind me of my  
dad.

I think I love you.

I make voodoo dolls.



# Watch your Language with Candidates!!\$&%!!

Let's play a game! Is each statement below "Effective" or

"Flawed"?

Following an onsite interview, I reply:  
"Are you still interested in moving forward?"

**FLAWED**

*"How did the interview go from your perspective?"*

Candidate replies to an e-mail invite for a phone screen. I reply:  
"Thank you for e-mailing me back!"

**FLAWED**

*"Great to hear from you!"*

On Phone Screen, I interrupt the candidate:  
I'm going to stop you there for one moment simply for the sake of  
time, but thank you for sharing that. If you wouldn't mind, I'd love to  
ask you  
[the next question]...

**EFFECTIVE**

*Redirection is difficult but it's okay, as long as it's done  
politely!*

A candidate says "Hi, happy Friday!" and I reply:  
"I know! TGIF!"

**FLAWED**

*"Do you have any fun plans for the weekend?" OR  
"I hope you have a great weekend!"*

After my kids go to bed tonight around 9pm, I have a chance to  
catch up on some work I didn't get to earlier. I e-mail a candidate  
to invite them for a phone screen.

**FLAWED**

*"Think twice about what time you send e-mails to candidates!"*



# Interview Tips

# Sneaky Interview Tricks!

Putting candidates at ease will typically lead to them letting their guard down

Less talking, more listening!

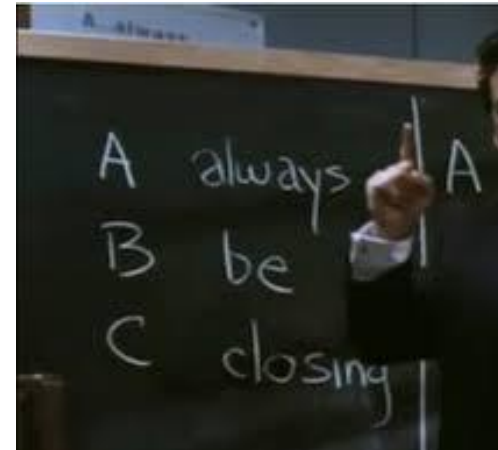
Trust your gut, but be open-minded

Use silence

Share a bit about yourself: your background, an anecdote, an empathetic quick story, etc.

ABC... **A**lways **B**e **C**losing!

Treat every candidate as if they might end up being your top choice!







# The Legal Domain

# Equal Opportunity for All!

Avoid any questions, discussion or consideration about:

- Race/Color
- Religion/Creed
- Sex/Pregnancy/Breastfeeding
- Gender Identity/Gender Expression
- Handicap/Disability
- Age

As of the last few years, it is now illegal in most U.S. states to ask a candidate about their...

Current Compensation/Benefits

## Helpful Tips:

- Watch yourself during small talk!
- Never record an interview

# So What CAN I Ask?



**"I believe the courts have recently ruled that asking questions of an applicant, during an interview, is illegal."**





ASK ME  
ANYTHING!



# Thank You!

Contact Information:

Erica Arkin

E-mail: [eriarkin@gmail.com](mailto:eriarkin@gmail.com)



10 horizontal bars for writing, each with a different background color: teal, green, grey, purple, blue, teal, green, grey, and purple.