Hi there! I'm Charlotte.

- Co-Founder & CEO at Equalture, a Dutch HR tech startup
- Addicted to data
- Passionate about the power of people
- On a mission to shape the world of unbiased hiring

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Equalture: What

Our hiring tool enables SMBs to hire the best-fit people by collecting **unbiased insights** on both their <u>teams</u> and <u>candidates</u> to base their hiring decisions on.

And guess what: We use **neuroscientific games** to collect these insights!

(So let me know if you would like to try out a game yourself after this masterclass)

Equalture: For who

Tech-savvy SMBs who:
- Are growing fast;
- Care about their culture;
- Deeply understand the importance of making objective hiring decisions in order to grow their team successfully.

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Tell me about You...

1 Where are you livestreaming from?

2 What's your background and current job?

3 What do you hope to learn today?

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I don't have any experience with hiring, but want to get it right from day one.

I did make some poor hiring decisions in the past and want to learn from them.

What to expect from today!

1   What is a 'growth team'

2   How to reveal your hiring needs

3   How to assess a candidate's fit with your needs

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01

What is a 'growth team'

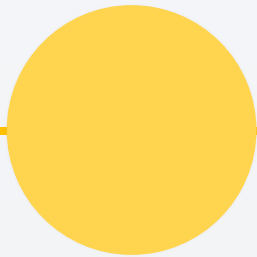# Different growth stages require for different people.

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A growth team is a team that masters the skills/characteristics required to grow your company from one growth stage to another.

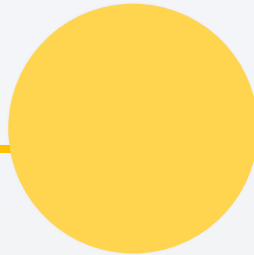*Disclaimer: This is my personal definition of a growth team.*

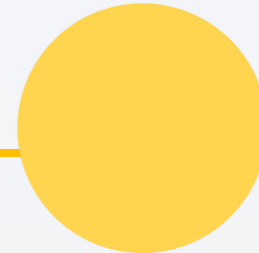# From promising startup to leading SME

**Startup
(<25 people)**

**Scaleup
(25-75 people)**

**SME
(>75 people)**

The Starter

The Builder

The Optimiser

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Growth Stage Matrix

	Startup (The Starter)	Scaleup (The Builder)	SMB (The Optimiser)
Structure	Low	Medium	High
Job specialism	Generalist (Low)	Generalist/Specialist (Medium)	Specialist (High)
Guidance	Low	Medium	High

Where are you as a company...

1

A Starter, Builder or Optimiser?

2

Do you recognise yourself in this matrix?

3

If not, what's different for you?

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02

How to reveal your needs

Different growth stages require for different people.

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So your Ideal Candidate Profile depends on your growth stage.

Job-specific skills can be taught.

Cognitive skills/personality can't.

Let's take another look at this matrix,..

	Startup (The Starter)	Scaleup (The Builder)	SMB (The Optimiser)
Structure	Low	Medium	High
Job specialism	Generalist (Low)	Generalist/Specialist (Medium)	Specialist (High)
Guidance	Low	Medium	High

..and turn this into personas.

	Startup (The Starter)	Scaleup (The Builder)	SME (The Optimiser)
	Low - Someone who..	**Medium - Someone who..**	**High - Someone who..**
Structure	Likes hectic and change	Can deal with both.	Prefers structure and processes
Job specialism	Likes a high variety of different task and responsibilities Performs well on multiple tasks	Could start with a high variety, but has the potential to become an expert on one (set of) task(s)	Prefers to focus on one or a few tasks and responsibilities Performs excellent on a specific (set of) task(s)
Guidance	Is a self-starter - for which self-reliance and problem solving is important	Needs be to self-reliant still, but not as much as the people in the Low-category.	Doesn't have to be an extreme self-starter

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This results into the following traits set.

	Associated skills/personality traits
Structure	• Cognitive skill: Flexibility and adaptability • Personality trait: Desire for structure and guidelines
Job specialism	• Cognitive skill: Multitasking, prioritising, sustained attention • Personality trait: -
Guidance	• Cognitive skill: Logical reasoning, learning ability • Personality trait: Self-reliance

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Determining your needs is like playing a quiz.

Some **quiz rules**:

- **Team size is not the only factor to determine whether your company is in the Starter, Builder or Optimiser stage**
- **Growth stages can be different for different teams**
  - **Maybe Sales is a Starter, while Development is a Builder**

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Some questions to ask yourself.

1. Is my company overall currently a Starter, Builder or Optimiser?
2. Is the team I'm hiring for currently a Starter, Builder or Optimiser?
3. Is the team I'm hiring for more/less structured compared to its growth stage?
4. Are the people in the team I'm hiring for more/less specialised compared to its growth stage?
5. Is in the team I'm hiring for more/less guidance compared to its growth stage?

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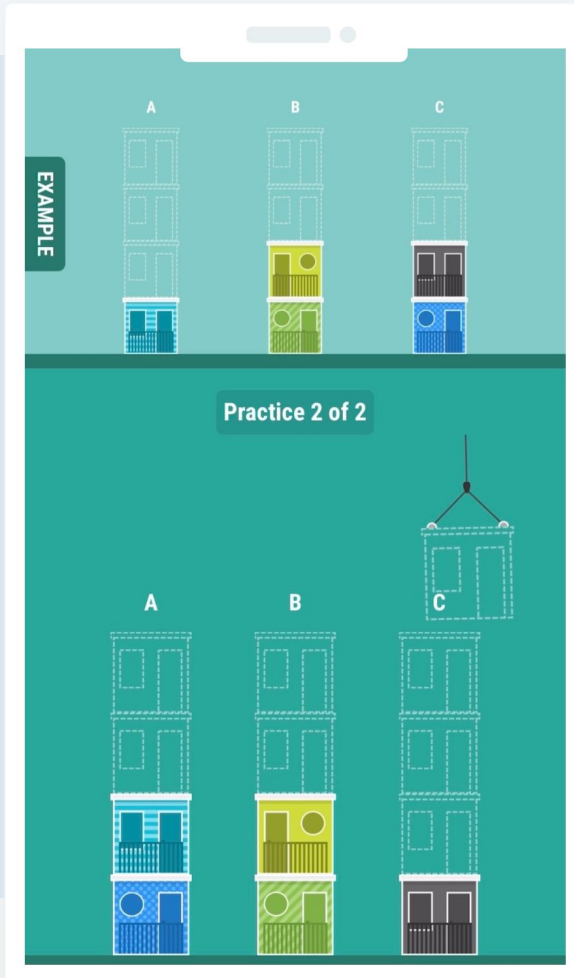
03

How to assess a candidate's fit with your needs

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Assessments
(Not free, more accurate)

Interviews
(Free, less accurate)

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Assessments: Example

Equalture

We use neuroscientific games to assess a candidate's cognitive skills and personality traits.

Interviews: Example

Structured interview questions

Create a standardised interview question template to zoom in on traits like:

- Adaptability;
- Self-reliance;
- Prioritising;
- Etc.

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If assigned to multiple tasks at the same time, how would you organize this work?

(Prioritising)

Can you provide me with an example of an unexpected change you have faced in for instance an assignment for work. How did you respond to this and adapt to the new situation?
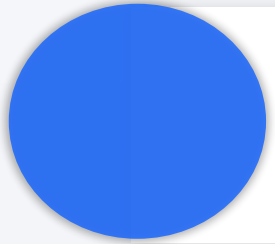
(Adaptability)

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One rule for interview guides..

Standardise your guides! This only works when it's the same for every candidate on a specific job opening.

And by the way, there are tons of interview questions to be found online.
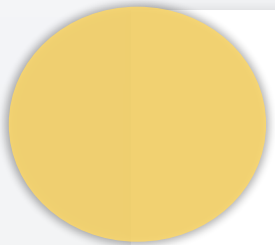
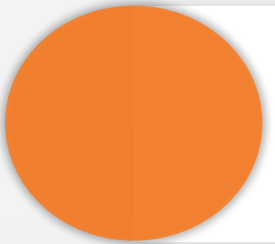# What you have learned today

What is a 'growth team'

How to classify your company and job

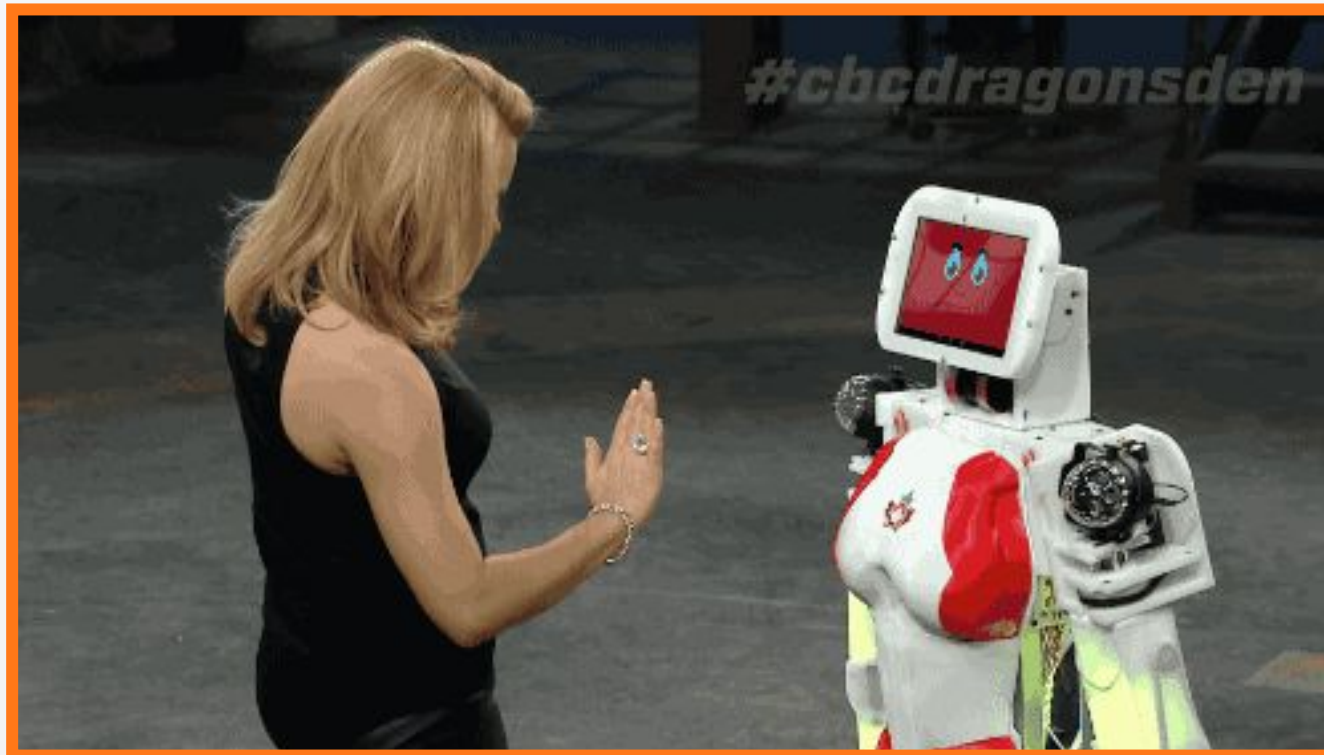What are the characteristics of different growth stages

How to assess candidates

What skills/personality traits to look for in which stage

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Congratulations!

Final Quick Q & A

Stay in touch!

How To Hire & Build The Perfect Growth Team For Your Company

with

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