3080 The Interview Process Is a First Impression

People Book · https://kb.jeffreysummers.com/docs/3080-the-interview-process-is-a-first-impression/

The way you hire tells a candidate everything about how you value people — before they've worked a single shift.

A hiring process that takes a week sends a message. The candidate who walks in motivated, ready to talk, and interested in what you're building is a different person after they've filled out a three-page application, gone home, waited for a callback, come back for a phone screen, waited again, and finally come in for a real conversation. By then their enthusiasm has eroded — or they've already taken another job. You hired their energy into someone else's operation.

Always have people available to interview candidates when they walk in and apply. Not just managers — people at multiple levels. A candidate who meets your team on the day they show up gets a real picture of who you are. And you get a real read on them before the energy of the moment fades.

Keep the application to a postcard until they're hired. Name, contact information, availability, work history. That's it. The application doesn't tell you whether someone can do the job or fit your culture. The conversation does. A three-page form before you've even spoken to someone isn't a filter — it's a barrier. Save the paperwork for after the hire, when it actually means something.

The candidates you want have options. The ones who are willing to wait a week through a bureaucratic hiring process are often the ones with fewer of them. Move fast. Respect their time. Show them from the very first interaction that this organization values the people in it.

And think about this: if you're lucky enough to have an A-player walk in your door unsolicited — motivated, available, and standing right in front of you — why would you ever hand them a clipboard and tell them you'll be in touch? The A-player who walks in on their own is the rarest thing in hiring. Most operators treat them like an inconvenience. Don't be that operator.