

Learn From My Recruitment Mistakes: How to Assess Fit, Over Skill!



You can teach skill.

You *can't* teach fit.

Someone will either align with your values, culture, and way of working... or they won't. And hiring someone who doesn't, no matter how technically skilled they are, can cost you far more than you think.

A few years ago, I learnt this lesson the hard way.

Signature was established in 2017 and we made our first 3 hires in 2018, followed by 2 more in 2019... just before the world went mad! Fast forward to 2021 and we made our 6th, 7th, and 8th hire. None of those 3 hires we made in 2021 are with us anymore, and looking back, I can see where I went wrong.

I was focused on getting people in who had the right skills on paper. They looked exactly what we needed at the time, coming back from a challenging (to say the least) 18 months, but I was only thinking short-term growth and forgot the bigger picture: *whether they were the right fit for our business: our culture, our way of working, and our values.*

What happened next?

- Yes, they definitely hit the ground running, which resulted in some short-term quick wins.
- But things didn't quite gel. Our way of working is deliberate, relationship-focused, and built for the long term. this wasn't always matched.
- Systems weren't used the way they needed to be, the result being, important details were missed.
- Valuable follow-ups didn't happen, which meant lost opportunities with clients and candidates.
- Some activity felt like doing a task for a task's sake - plenty of effort, but not always in the right place or in the right way.
- Short-term thinking led to corner-cutting, which ultimately led to the job not being done properly and disappointed clients and candidates.

I've since learnt from my mistakes, to not get ahead of myself and to ALWAYS keep the long-term goal in mind along with our company Vision and Purpose for being here in the first place!

So, what do I do now?

On the next page, you will find my go-to checklist when I'm searching for a new hire at Signature.



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My Hiring for Fit Hack

- ☐ **Test for coachability:** Are they open to learning? Do they show humility and a growth mindset?
- ☐ **Dig into motivation:** What drives them? What drains them? Are their values aligned with ours?
- ☐ **Use behavioural profiling:** It's not a magic bullet, but it adds a layer of insight that helps with decision-making.
- ☐ **Use assessments for senior roles:** Especially when it comes to high-potential traits and emotional intelligence.

Skill only gets you so far.

It doesn't matter how well they know your industry/category or how well they've performed in a previous role. If they don't align with how *you* work and what *you* stand for, it's never going to be the right fit.

If you want further support on how to run an effective recruitment process, visit our [website](#) for lots of tips and tools on our [resources](#) page.

Or, contact us directly for no obligation advice.



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