

Insight to Hire

A strengths based recruitment insight for an important appointment

Insight to Hire gives the recruitment panel a richer picture of how a candidate is likely to work, where they may add value, where they may be stretched by the role and what should be explored further at interview.

It supports the hiring decision rather than making it. It should be considered alongside a candidate's experience, interview performance and any other assessment evidence.

Example role: Supply Chain and Planning Manager

Candidate and organisation: Anonymised

What the panel receives

- An interpretation of the candidate's strengths against the specific role
- Likely areas of contribution
- Risks and possible stretch areas
- Tailored interview questions
- Prompts and guidance on what to listen for
- Development and onboarding considerations

This is not a generic personality report. The candidate's profile is interpreted against the actual demands of the vacancy.

■ WHERE THIS CANDIDATE MAY ADD VALUE

The profile suggests someone whose natural energy is directed towards analysing problems carefully and then moving into action. For a planning and supply chain role, that combination could support structured decision making, proactive problem solving and the ability to respond when operational plans need to change.

Likely contribution to the role

The candidate may be particularly well placed to:

- Bring structure and method to production planning and inventory processes
- Identify practical, workable opportunities for cost reduction and improvement
- Act proactively when supplier or planning problems arise
- Adapt plans in response to changing forecasts or operational constraints
- Maintain a longer term view of supplier continuity and capacity

WHAT THIS TELLS THE HIRING PANEL

The value is not simply knowing that a candidate has strengths such as efficiency or strategic thinking. It is understanding how those strengths may combine, and what that combination could look like in this particular job.

■ WHERE THE PANEL NEEDS TO PROBE

A lower relative score in detail orientation may be particularly relevant where a role includes inventory accuracy, supplier audits, compliance monitoring and budget control.

Possible risks

- Smaller but important issues being missed in audit or compliance documentation
- Inventory records drifting from actual stock
- More attention given to the overall direction of an improvement than to the detailed measurement of its results
- Variances being noticed later than would be ideal

WHY THIS MATTERS

A lower strength is not an automatic reason not to appoint. It shows the panel what evidence it still needs, and where a candidate may require systems, support or development.

What the panel should explore

The panel should look for evidence that a candidate has developed reliable methods for maintaining accuracy, rather than accepting a general assurance that they are careful when needed. A full report also probes difficult supplier conversations and a candidate's ability to hold a negotiating position under pressure.

■ A TAILORED INTERVIEW QUESTION

One example of how a question is derived from a specific tension between profile and role.

Big picture thinking and compliance detail

This role includes responsibility for supplier audits and compliance. Tell us about a time when accuracy mattered, but your natural instinct was to focus on the bigger picture.

Prompts to explore

- What did you put in place to make sure important detail was not missed?
- Did anybody else identify something you had overlooked?
- How did you check that the process remained accurate over time?
- What would you do differently in this role?

What to listen for

- A specific and repeatable method, rather than a general intention to be careful

- Recognition that this is a genuine development area
- Evidence of checks, controls or support from others
- Honest reflection on a time when something was missed, and what changed afterwards

This is one example question from a full Insight to Hire report. Request the complete anonymised sample to see how a candidate's strengths, stretch areas and interview questions are brought together.