

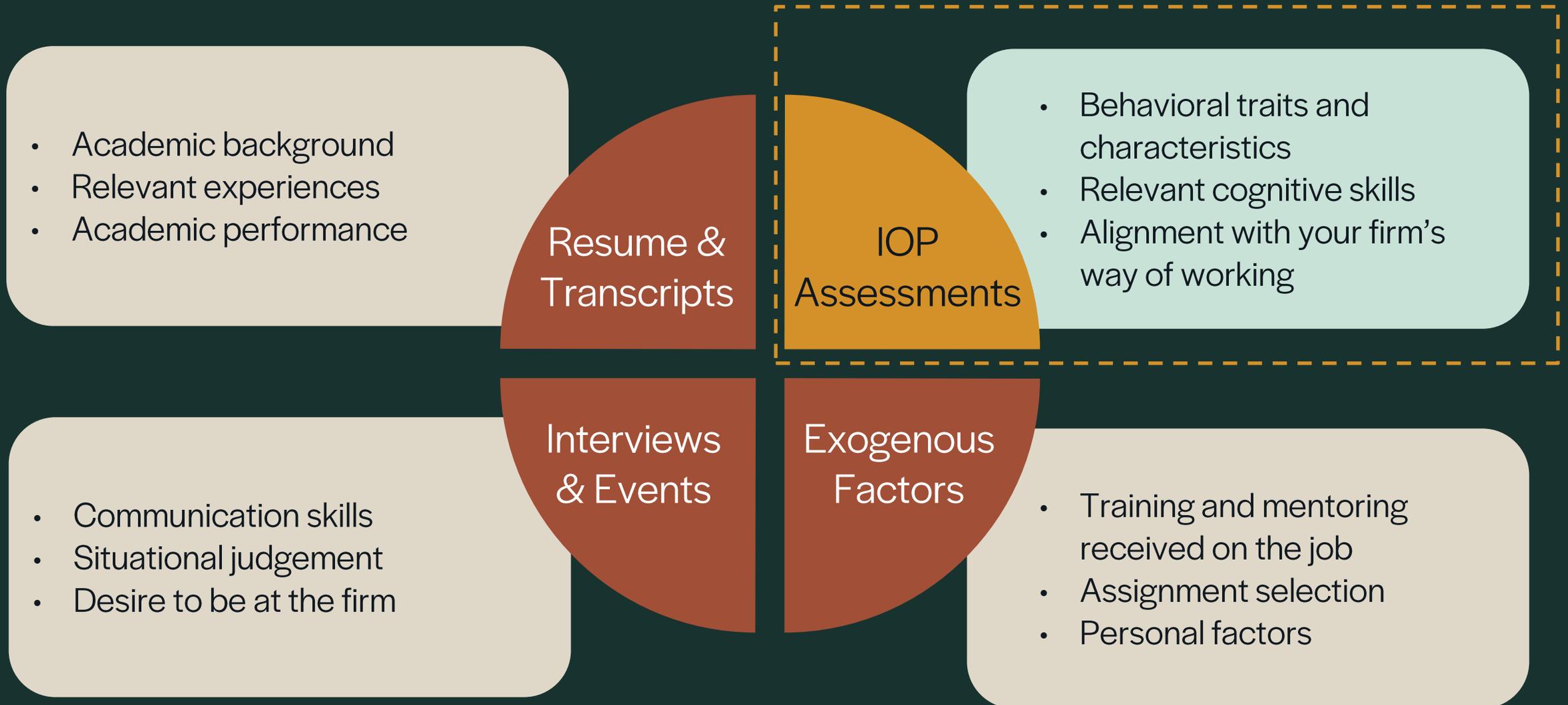
2025 NALP AEC Conference Panel



Interview for Ability, Not Likeability

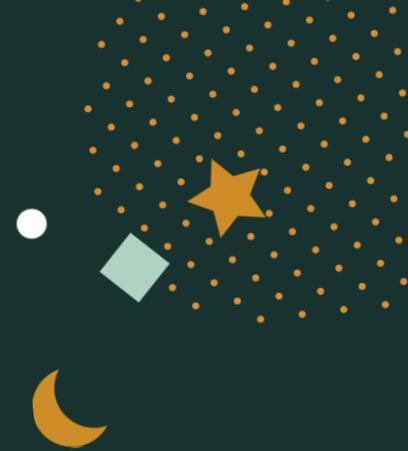
April 9, 2025

What Makes Up a Candidate's 'Potential' Is Complex



Traits Most Correlated with Offer Decisions

An analysis of industry-wide data reveals that three behavioral characteristics are most commonly associated with positive offer decisions.

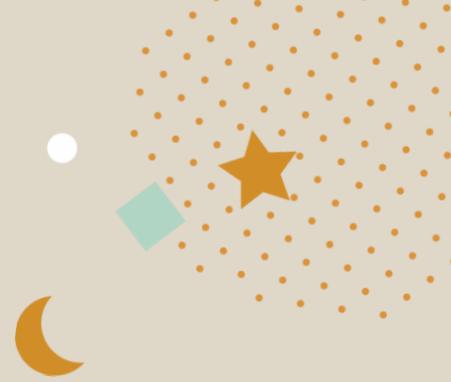


But, these are not the characteristics that are most correlated with long-term success on-the-job, which vary significantly on a firm-by-firm basis. In our presentation we will dive deep on how to evaluate the right traits.

Early Recruiting: Potential Effects on Candidate Evaluation

The early direct-apply model burdens firms with an information deficit when evaluating candidates; holistic consideration requires more predictive criteria, inclusive of behavioral characteristics.

- 1 Overemphasis on an unreliable rubric: School Rank + GPA = Optimal Hire
- 2 False negatives: poor perception of candidates with desirable traits but limited time for interview prep
- 3 False positives: candidates that present confidently "interview well" but may lack critical behaviors
- 4 Absence of academic data & work experience increases reliance on subjectivity of interviewer feedback





Q&A

Donovan Hunter

DrHunter@sheppardmullin.com

Matt Spencer

matt@wellsuited.com

Terence Yarde

terence@wellsuited.com

