Dover

Interviewing

Table of contents

Conducting an interview process

In 2021, Dover conducted over 6,300 interviews for top startups. In this section, we've distilled a few best practices to help you design a thoughtful interview loop that's specific to your team and the role you're hiring for.

Designing an interview loop

The interview loop is a series of conversations and tests designed to assess a candidate's fit for a role.

Interview loops are most effective when they are standardized, meaning that everyone goes through the same amount of conversations as stages as all other roles. For each role, a candidate will also be asked the same questions, in the same order.

A well-designed interview loop serves four purposes:

1. It gives you a clean signal on the candidate's skill and values.
2. It gives the candidate confidence in your team and approach to team building.
3. It helps to calibrate interviewers, recruiters, and hiring managers.
4. It helps to eliminate personal bias in your recruiting process.

So, where do you start?

1. Create a scorecard.

A scorecard helps you to remain consistent and honest when evaluating candidates. Doing this before beginning your search can help you discover what you're actually looking for in the role — and what qualities could instead be "nice-to-have". It'll also help you align on which questions to ask during each part of the interview process.

Some areas to consider are:

- **General demeanor**: This can include politeness, timeliness, friendliness, and the ability to articulate ideas clearly. Did you leave the interview with more energy than you came in with?
- **Past experience or career trajectory**: Where do they see themselves in the next year — could this role meet those needs and goals? If it's a technical role, were they able to explain highly technical projects in a clear and simple way?
- **Professional requirements you care about**: This can range from experience in specific programs you will need the role to use frequently, tech stack knowledge, or other specifics that pertain to the role.
- **Any areas of concern**: Poor communication skills, potential issues in start date/qualifications, etc. This can also be company-specific. For example, one of our top customers Hey-Jane provides affordable and accessible abortion care. They asked us to assess how comfortable candidates were with using the word "abortion" — those who seemed hesitant would obviously not be the right fit.

You'll want to save these rubrics somewhere where they can be easily accessed. **As part of your hiring process, you can ask hiring managers to outline their requirements and present them alongside their request.**

If you've never hired for a role or hired in general before, the best way to develop a rubric is to ask folks at other companies what they've found to be critical in assessing different personas and ensuring they make a great hire.

Don't worry, we also created a series of scoring rubric templates **across the most popular personas startups hire for — check it out here for inspiration and a starting point.**

Create interview stages that highlight your values.

You'll typically see candidates through 5 or 6 stages. They are:

1. Initial sell conversation

For inbound candidates, your remote screen will also be your initial sell conversation. For passive candidates you sourced from your network, your first intro call is just an opportunity to garner interest in the role, and your company with the hopes of moving the candidate into a traditional interview process. We cover more of this in our selling/closing section.

2. Remote screen #1

The first remote screen tends to focus on the candidate's background, experiences, and any particular personality traits you're looking to evaluate. A first-round phone screen should quickly qualify the candidate for or eliminate them from further evaluation so that no one is wasting their time.

Additionally, they can help you:

- Check for potential dealbreakers early on (e.g. availability, relocation, proficiency in your tech stack, etc.)
- Ask for clarification on information in candidates' resumes or LinkedIn profiles
- Evaluate candidates' verbal communication skills (in some cases, test candidates for their ability to speak foreign languages)
- Get to know candidates
- For passive candidates, learn about their goals and desire to switch companies

Save more in-depth skills assessments for your second screening interview.

3. Remote screen #2

This second screen tends to focus on technical or practical skills. This interview should map to the hard skills in your rubric.

For engineers, you might ask them to describe technical projects they've worked on. For sales candidates, you might have them role-play their current product demo. For design, you might have the candidate send along a portfolio for review.

This interview is important because it's the first time you're evaluating the baseline skills required to do the job. If this interview isn't properly designed, you will end up wasting everyone's time bringing non-qualified candidates onsite.

3. Take home assessments and work samples

Asking candidates to do part of the job helps you see and evaluate their work. The right homework assignment or exercise can even get candidates excited about the job. Homework, in particular, can also allow them to show off what they can do without the added pressure of being in an interview. However, you need to be careful with homework assignments: you will lose candidates if you ask them to do too much. And not having clear evaluation criteria (how you'll grade the homework) can make the whole exercise a waste of time.

Bottom line: When it comes to homework assessments, don't overdo it. Choose assessments that make sense to candidates (they should be able to understand why they're doing it and how it's relevant to the job) and try to confine their work to 2 to 3 hours at most.

4. Onsite Interview

If candidates make it to the final stage of the process, you have enough conviction that they would be able to do the job. The point of an onsite is to assess culture fit and increase the likelihood that the candidate signs.

We suggest choosing 3-4 focus areas from your hiring rubric that you care the most about for this particular persona. Hiring managers should assign which question set will be covered by the interviewer during each portion.

Read more about how to run an onsite interview process below.

5. Reference checks

As a startup, one bad hire can set you back months. Getting references will validate or invalidate the information you gathered during the interview process. They'll usually give you additional signal (positive or negative) and sometimes raise flags you missed during the interview process. A standard reference call should last between 15-30 minutes.

How to run an onsite interview process

Final round conversations in an onsite format should be equal part evaluative and selling. In this section, we'll outline a few key components you'll want to consider when building out your interview process.

Behavioral assessments

Behaviorial interviews assess a candidate's likelihood to exhibit the values you outline in your employee value prop. Candidates should be interviewed by people outside of the functional area they are interviewing for (make note that for a smaller company, this might not be feasible).

Instead of trying to get through a long list of questions, ask probing questions to dive deeper into answers, understand candidates motivations, and clarify any ambiguous signal or language.

Probing questions often begin with "what" or "how." Questions inviting personal reflection often begin with "do you" or "are you."

Here is an example:

- **Question:** "Tell me about a mistake you made?"
- **Answer**: "Once I sent an email to the wrong person with sensitive information."

Possible probing questions:

- Can you tell me more about the email you were writing?
- What was the setting/circumstance in which you made the mistake?
- How did you realize the mistake was made?
- Once you realized the mistake made, what did you do? Was there a list of options you considered in how to rectify it? How did you decide what path to take?
- Did you implement anything to make sure the mistake didn't happen again?
- Did you learn anything else from this mistake? Any other insights that came out of it?

Clarifying questions can also be helpful in getting clarity around ambiguous signals or general answers:

- What I hear you saying is . . .
- Can you give me an example of . . . ?
- What makes you feel that way?
- You just told me about . . . I'd also like to know about . . .

Regardless, each of the behavioral interviews in an onsite (at Dover, we typically do two per candidate) should follow a very consistent format:

1. [Selling] Introduction (5 minutes): who you are, where you grew up, what you've studied, where you worked, why you joined your company, what is a cool problem you're working on right now.
2. [Evaluative] 2 deep-dive questions (7-8 minutes each): these questions should cover one specific experience from the candidate background in great detail. The reason for going into one experience in great detail is to really understand how the candidate thought and felt during a particular scenario from their past. It is also less likely for a candidate to lie when they are pressed on a particular scenario in great depth.
3. [Selling] Open ended to allow candidate to ask questions (8-10 minutes)

Here's an example of a behavioral interview that assesses how a candidate exhibits our value of "extreme ownership":

Question phrasing

I would love to deep-dive into a story from your past to understand how you saw something going wrong which was not directly part of your responsibilities and did something about it. How did you go about resolving it?

Detailed questions to guide the conversation:

- What was the business problem?
- Was it supposed to be someone else's responsibility to solve it? Why did they not get solved?
- What did you do about the problem?
- Were there some parts of it that you did not understand? How did you get help from others in the company to solve it?
- What were some parts of this problem that you did not enjoy? How did you go about addressing that?

How to grade this answer

0: Candidate saw the problem, explained the rationale to the rest of the team on why ineeds to be solved but did not take it to completion themselves

1: Candidate got into the details of the problem and solved it to the best of their abilities

2: Candidate learned something new, did some unglamorous work and also created a system or process to make sure issues like this did not happen again

Social interview

These are casual interviews with a member of the candidate's team, and ideally, a member from outside of their team. This could be a nice break in what will be a long day of interviews and assessments, and can help a candidate feel more comfortable with your team, as well as give them the opportunity to ask any questions they might have about the culture.

Roleplay/coding challenge

The roleplay interview is typically best reserved for customer-facing or sales roles. It should depict a scenario the candidate is likely to encounter in the role, and should challenge them to exhibit their relational and interpersonal skills. If you're conducting a roleplay as part of your onsite, you'll want to come prepared with a scenario, specific questions and success criteria to ensure that you're able to assess candidate equally.

For example, with our customer support role, we assess:

- Did the candidate lay out a clear agenda for the call/ask us if we had anything we wanted to cover?
- Leave something ambiguous and see if they clarify next steps
- How well does the candidate deal with curve balls?
- Do they offer emotional support?
- How clear is the candidate's communication?
- Did the candidate become easily frustrated in the face of adversity or did they remain calm and collected?

For technical challenges, it's best to pair with an engineer on an actual part of their product. A great thing about this process is it gives you clear conviction — with our founding engineer, we gave him three product features to pick from and work on (and obviously, compensated him for his time). Within 3 days, he had built out all of them. The decision to hire John was unanimous and easy.

Not all candidates will be as clear as John. It's important to have a clear scoring rubric for each part of the roleplay or challenge that you find valuable (such as code literacy, communication skills, ability to think strategically, etc.)

Sample roleplay scoring rubric

Strong No

- The candidate did not get it done
- The candidate may have given up early. You, the interviewer, may have had to reject them early.

No

- The candidate came close but failed to implement some MUST HAVE functionality or did something incorrectly.

Yes

- The candidate got all of the MUST HAVES and at least 1 NICE TO HAVE.
- OR the candidate got most of the MUST HAVES but multiple NICE TO HAVES. Issues with the MUST HAVES could be easily addressed.

Strong Yes

- The candidate absolutely killed it.
- The MUST HAVES are done to perfection and they completed at least one (likely more) NICE TO HAVE.

Career Fit

The goal of the career fit conversation is to better understand the candidate's professional motivations and how they align with your company's growth and culture. In other words, it's not an evaluation, but a measure of how engaged and excited they are to join your company.

At Dover, we assess this by asking questions like:

- What did you learn from people today?
- What has surprised you?
- What worries you?
- What would success look like for you over the next year? Why can't you get this at your current company?

This is where your hiring rubric can really make the difference — let's say one of your values is "many hands make light work", and you'd like to foster a culture of support and collaboration. If a candidate's response to "What would success look like for you over the next year?" is something like "more flexibility, autonomy or work/life balance", they might not be the right person for your company, even if they're a strong candidate.

Closeout

This is typically a meeting with a founder or someone on the executive team. The point here is to sell the role, answer any final questions, and gauge candidate interest if they were to receive an offer. We ask all of our candidates to tell us how willing they'd be to join Dover if they were to receive an offer on a scale of 1 - 10.

Next: Debriefs 101

Debriefs 101

After a candidate has gone through your onsite process, the hiring manager should meet with all interviewers to discuss whether or not an offer will be extended. By definition, this is a debrief.

You may also realize in a debrief that you have insufficient information to make a hiring decision, and in this case, having a formal conversation is still helpful because it will help you uncover what signal you may be missing on a candidate and align on what next steps (if any) to take. This could mean more assessment of a candidate, or a revamp of your hiring process, rubric or questions to achieve more signal across the interview process.

How to structure a debrief

1. **Make sure that interviewers are not talking about the candidate before everyone has written up this feedback**. Talking to one another before submitting written feedback will lead to interviewers biasing each other on the panel.
2. **Ask interviewers that participated in the panel to simultaneously throw out rankings between 1 (low) and 4 (high)**. By doing this at the same time, you prevent bias or a junior team member being swayed by a senior team member.
3. **In the order that the interviews were conducted, ask each interviewer to explain their rating**. Start by recapping what they were asked to evaluate in their interview, so the room has that context.
4. **The hiring manager will take notes** and enter them into your ATS, or a spreadsheet afterwards.
5. **If you're having trouble understanding how the interviewer landed on their rating, you should ask follow up questions**, like "this interview sounded positive, what would you have needed to see to give a strong yes, vs. a yes?" or "why was this a weak no vs. a solid no?"

Making a decision

You might end the debrief in clear alignment with the team on next steps (moving to an offer or reference checks, or rejecting).

It is also ok to end without a clear decision, and you might end the debrief torn on what to do. There are a few different scenarios here:

1. **You believe the candidate is good, but you don't have enough information to feel confident in making a decision**. Ask yourself:
   - Do we need to change our interview process to make sure we get this signal next time?
   - Is there a way to get this signal from the candidate at this point in time? Maybe we do another interview, a take-home test, or something else.
2. **You might be torn because the interview panel was torn.** Some want to make a hire, and others don't.
   - First off, don't feel like you have to make a decision in the room. It's ok to say "thanks for the feedback. I'm going to think this over and will follow up on the next steps."
   - If your team is small, it's probably important to have a lot of alignment and excitement around the first few hires. If a debrief is particularly contentious, you might want to pass.

Sample reference call format

You should start most reference calls by sharing a bit on your company & role and learning more about your reference & their relationship to the candidate. Then, you can dig into the meat of the call. Depending on how the interview process is going, you'll want to get information on the candidate's work, their strengths, their areas for improvement/gaps, and a high-level rating from the reference. You should tailor a few of your questions to specific things important to the role, your company, or that you're lacking signal on based on interview performance.

Here's a template you can use to structure your reference calls, including example questions.

1. **Start with some context on your company & the role you're considering the candidate for.**

2. **Learn more about the reference itself & their relationship to the candidate**
   - What was your role at the company?
   - How long have you been at the company?
   - How do you know the candidate?
   - How did you work with the candidate?
   - How was the team structured?

3. **Get a high-level overview of the candidate's work.**
   - In what capacity did you collaborate with them?
   - Can you share a few examples of what the candidate worked on?

4. **Strengths**
   - What would you say is the candidate's biggest strength?
   - What was the candidate's biggest achievement while you worked with them?
   - What was a project they worked on that was really impressive or challenging?

5. **Areas for improvement / gaps**
   - What advice would you give to yourself if you were to manage the candidate?
   - If we are to bring the candidate onboard, what advice would you have for me to set them up for success in their first 90 days?
   - If you were to work with the candidate again, what would be the one area you'd coach them on?

6. **[optional] Ask about other areas that may be important to understand depending on the specific candidate and/or role:**
   - How would you describe the candidate's working style?
   - How do they learn new skills?
   - Do you have an example of a time you gave candidate feedback? How did they respond?
   - What is it like to work with the candidate day-to-day?
   - On a scale of 1-10, how would you rank the candidate in terms of work ethic?

7. **[Optional] If the reference was a direct report, ask them:**
   - For how long did the candidate manage you, and in what capacity?
   - What did you like most and least about the candidate's management style?
   - How did the candidate's management style help you grow and learn?
   - How could the candidate have better managed you and your co-workers?

8. **Have them quantify the candidate overall**
   - On a scale from 1-10, how would you rank the candidate compared to their peers?
   - If not a 10, what would it take to get them to a 10?
   - Where would you put candidate on a scale of: the best person I've worked with to, top 5%, 10%, 25%, above average, average

As a note, it's important to round down. What we mean by that is, references will rarely speak ill of a candidate, so a mixed reference is usually a bad signal.

Making an offer

Step 1:

Pre-offer checklist

Once you're ready to make an offer, you'll need to:

- Make sure you are 100% aligned on the role & title with the candidate.
- Know exactly how much cash/equity you plan to offer & how much wiggle room you have for negotiation.
- Have an email draft queued up and ready to send with the formal offer, so all you have to do is press send once you've presented it verbally.

Step 2:

Presenting an offer

Verbal offers come first.

You should always present a verbal offer before sending a written offer. This gives your candidate a chance to ask questions and gives you a chance to offer additional context and read their reactions. In-person or over video is best. Just like in sales, we always present pricing proposals in person or over video, because watching body language is key. Are they smiling? Are they leaning forward? Are they excited?

Additionally, this is your chance to help them understand their equity and compensation package, especially if they're newer to working at startups. If they don't have a great understanding of equity, you can educate, which builds trust.

Ask: Can I walk you through your equity and compensation options? Do you understand dilution? Liquidity? Do you understand 409A price vs preferred price?

Transparency is key.

We recommend taking a transparent approach to all of closing. If they're savvy, a lack of transparency is fatal, because the candidate may think you're trying to hide something. If you're not willing to share "here are our biggest challenges", "here are the milestones we need to hit to raise our next round", "here's our runway", or if you're dodgy about your revenue, you'll lose credibility big time. The best people you want to work with will see right through it.

After pitching the offer, ask this simple question — **"We're all SUPER excited to work with you. Is there anything else we can do to get you onboard?"** — sometimes you get a simple answer and may even be able to close them on the spot (i.e bumping their base by $5k or paying for an online course they want to take). If you don't ask, you'll never know.

Step 3:

After the offer

It's all hands on deck, so involve the whole team, and especially those who interviewed the candidate directly. **At Dover, we post about offers in a Slack channel, and tag all interviewers so that they know to send a congrats message on LinkedIn or over email.** Even if they didn't chat 1-1 with your entire team, have everyone send them a congrats email. If you have a nurture event coming up (like a happy hour), invite the candidate to come meet the team.

Step 4:

After they accept

Closing does not stop after your candidate signs. Some folks, especially passive talent, may get a counter offer, or renegotiate the offer given (more on that later).

You can keep the momentum going by making them feel like they're already a part of your team:

- Consider ramping them up on low urgency work. Nothing on the critical path, because you don't want to make it high pressure.
- Add them to all hands, company offsites, team meetings. Frame these as optional and give them a heads up that you'll add them in case they can make it.
- Have everyone on your team add them on LinkedIn.
- Send a welcome gift or card if you haven't already.
- Schedule a coffee/lunch/dinner with them before their start da

Offer letter template

Hey [First Name],

Congrats again! I'm attaching your offer letter below. Everyone is super excited about the prospect of you joining the team.

Please read it over and let me know some times today or tomorrow that work for you to chat about it and ask any questions!

Email attachment

Dear [First Name],

[Company] is excited to offer you the position of [Role]. Our conversations with you over the past few weeks lead us to believe you'd be a very valuable member of the [Company] team.

We are pleased to offer you the choice between one of the following two compensation packages:

1. Comp + equity option 1 (typically lower cash with higher equity)

2. Comp + equity option 2 (higher cash, lower equity)

The equity component of the compensation will vest over a X year period with a X year cliff.

Additionally, you will be provided the benefits listed in Addendum A attached.

This offer is valid until the end of the day on X. If you choose to accept this job offer, let me know which compensation option you prefer, and I will send over a formal offer letter. We look forward to welcoming you to the [Company] team.

Please let me know if you have any questions or if I can provide any additional information.

Negotiation

Naturally, curveballs will come up in the close, such as competition, counteroffers, and exploding deadlines from other companies.

This section outlines strategies so you're armed to handle any scenario:

Dealing with competition

Ask candidates who else they're interviewing with early-on in the process and continue to check-in throughout. If you uncover competitive offers, here are two ways to navigate the conversation:

1. **Focus on the aspects of your opp that are unique** and that align best with what you know they value from your discovery call.
2. **For an incredibly high-quality candidate or a senior hire, consider getting creative with your offer.** Do you know that their favorite basketball team is the Lakers? Get them tickets to a game as a thank you for being a great candidate throughout the interview process.

While you should be closing a candidate throughout the entire process, sometimes they'll get an offer you simply can't match. At that point, it's best to revisit your pipeline and think about your entire benefits/compensation package to ensure you're making the best offer and targeting the right candidates.

Dealing with counteroffers

Counteroffers are very common in startup recruiting, especially as the demand for certain roles continues to increase in the hiring market.

Here are a few strategies to help you connect with limit the attractiveness of a counteroffer:

3. **Lead with curiosity, and get the candidate to do the same.** Counteroffers rarely solve the root problem of why someone is looking for other opportunities. If you've done enough work in the interview process, you'll understand their current motivations for making a transition, and you can bring those up here.

   You can say something like: *"I know you've mentioned that company culture was a major reason you were looking to make a transition. Do you think they've made strides in solving that concern of yours?"*

- **Offer to coach them on their resignation conversation before they have it.** By saying "I'm happy to coach you through a conversation with your current company about your transition, if you'd like," you're positioning your offer as an opportunity they can't refuse, while also showing them that you value the effort it takes to leave their current situation.

A note on offer deadlines

Exploding offers are a huge red flag to candidates, and for good reason: they signal desperation or a bad interview process that has involved lots of candidate drop-off. **While not all deadlines are considered "exploding", anything under a week should be a negative signal.**

If you feel strongly that you need to drive urgency, you can consider starting a clock with the candidate, but let them choose when to officially receive their offer.

For example: *"We're ready to make you an offer, but we want to make sure that you're in the right headspace to think about it beforehand. Once we make an offer, you'll have X days to decide."*

Giving a candidate at least two weeks is industry standard, and should be enough time for them to give it their full consideration. Of course, if they wait until the last minute to accept, this can also be a red flag about their excitement to join your company.

How to foster a positive candidate experience

Though your interview process is a way for you to assess candidates, it's also a way for candidates to assess your culture, thoughtfulness and organization. In fact, 63% of job seekers will likely reject a job offer because of a bad candidate experience.

Delivering a great candidate experience will increase your close rate and preserve your employer brand. A negative one (e.g. showing up late to an interview, or treating your candidate poorly) can hurt your company's reputation. Candidate experience encompasses all parts of your hiring process, from outreach to follow-ups to interviews to branding.

Every person at the company the candidate interacts with from the first reach out to onsite to hire needs to understand the concept of candidate experience.— here are our top tips to ensure that candidates view your company positively, even if they don't get an offer.

Schedule next steps at the end of a successful interview.

You should know if you want to move the person further through your process at the end of your first call. Spending 3 minutes scheduling your next interview will save you days of scheduling time and emails back and forth.

Here's how a conversation might go:

Hiring Manager (at the end of second interview): "Thanks again for taking the time to connect today! I'd love to invite you to meet the rest of the team onsite next week— would you be interested in moving forward with us?"

Candidate: "Next week sounds great, I'm excited to meet the team. I'm free next Friday."

Hiring Manager: "Perfect! As part of our onsite, we'll have you complete a take-home assessment beforehand. It should only take you a couple hours to complete, and will be due two days before the onsite. Does that work for you?"

In this case, if the candidate fails to complete the take home assessment, or it's not up to par, you can always cancel the onsite.

Simplify scheduling.

Another way to ensure timely follow-ups and no lag in moving top talent through your pipeline, you should make sure of the multitude of scheduling apps out there.

Most startups use one of two options:

- Calendly: the most popular scheduling tool. You can create 15 or 30 minute meetings and sync with your video calling program of choice.
- ATS (if you have one at this stage): most Applicant Tracking Systems have a scheduling function that allows you to schedule each stage.

Communicate rejections early and thoughtfully.

Responding to unsuccessful applicants promptly with helpful feedback from their interview, can make a lasting impression. Even if you don't hire them, they might recommend your startup to someone in their network. Alternatively, they might be suitable for the role in the future when they have additional skills and experience.

For best-in-class examples of thoughtful rejection emails, check out our Great Rejection Emails e-book.

Make sure team members are aligned on the focus of their interview, and which questions to ask.

Create a shareable doc for every stage of the interview so that the person responsible can quickly learn:

- What they're looking to learn about the candidate at a high-level
- Which questions they should ask and in which order
- Scoring criteria

This will prevent any confusion with the interview panel, which could reflect poorly on your organization. You'll also want to include the candidate's social profiles (such as LinkedIn or Github) so the interviewer can get up to speed on their experience and tailor their questions to their resume.

Put the candidate at ease at the start of an interview.

If you can help candidates be less nervous, you have a better chance of getting clear signal on their abilities, and also their personality.

A good way to do this is to start with a bit of small talk to get them warmed up, or to offer the candidate a quick break if they need a drink or a restroom break (sometimes they might just appreciate taking a minute to re-group). Remember that authenticity and allowing your own personality to shine through interview process gives them permission to do the same.

Know which questions are off limits.

Under no circumstances should you ask clarifying questions around age, sex, sexual orientation, race, color, national origin, religion, genetics or disabilities.

Some other questions that seem innocent but can be intrusive are:

- Where are you from?
- How old are you?
- Aww cute kids! How old are they?
- What year did you graduate?

As your team grows, you'll want to invest in Unconscious Bias training to ensure that everyone in your interview process is up to speed on what's appropriate to ask during an interview process. At Dover, we use Paradigm.

Let the candidate know the agenda for each interview.

If a candidate is passing to the next stage, make sure that when sending follow-ups, you include the agenda or items that will be discussed in the next round of the interview process.

You'll also want to open the interview with a brief agenda and introduction so that the candidate feels prepared and at ease about what will be covered.

For example: "I'm really excited to learn more about you today. I have a bunch of questions I'd like to ask, particularly around the way you think about (insert area here). I'd love to dive right in, but I'll make sure to save some time at the end of the interview to make sure you have time to ask any questions as well. Does that sound good?"

When introducing yourself, describe what you do, and how might you work with the candidate in the role you're trying to fill. This will help give them context on who they are talking to, and why you might specifically be on the interview loop.

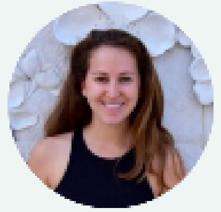
Dover

Looking to scale your team?

Dover is an end-to-end recruiting solution that helps high-growth teams achieve their hiring goals through automation and operational excellency.

Learn more at www.dover.com.

"**Working with Dover has meant we get support on all fronts**, and from every angle of recruiting including sourcing, optimal channel usage, and interview best practices."



Sofi Pechner
Head of People Operations
Mozart Data

Helping some of the world's best startups recruit top talent

stripe

Lattice

Benchling

scale

INSTABASE