

Carrick

PROFESSIONALS

Talent Solutions



**The ROI of Hiring For Heart:
How Values Based Recruitment
Drives Performance**



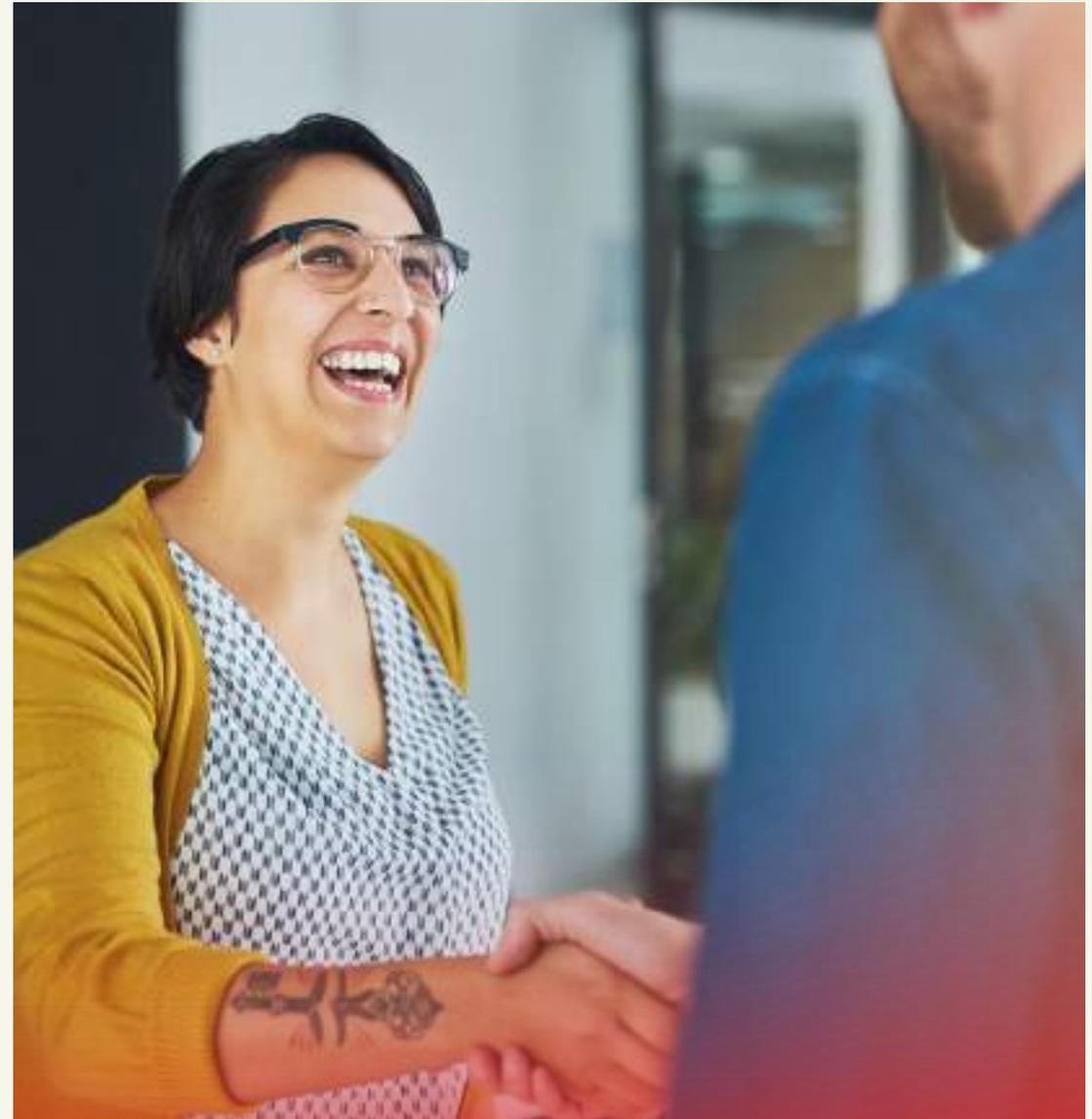
We Are Carrick Professionals

You're in business to serve your customers. Our mission is to help you do it even better. At Carrick, we take time to understand your goals, deliver tailored strategies, and continuously evolve our approach as you grow — so you can stay focused on creating value for customers.

The Hiring Landscape Has Changed

The Hire That Looked Perfect on Paper

- ✓ Relevant experience
- ✓ Strong references
- ✓ Great interviewer
- ✗ Declining engagement
- ✗ Communication strain
- ✗ Increasing turnover

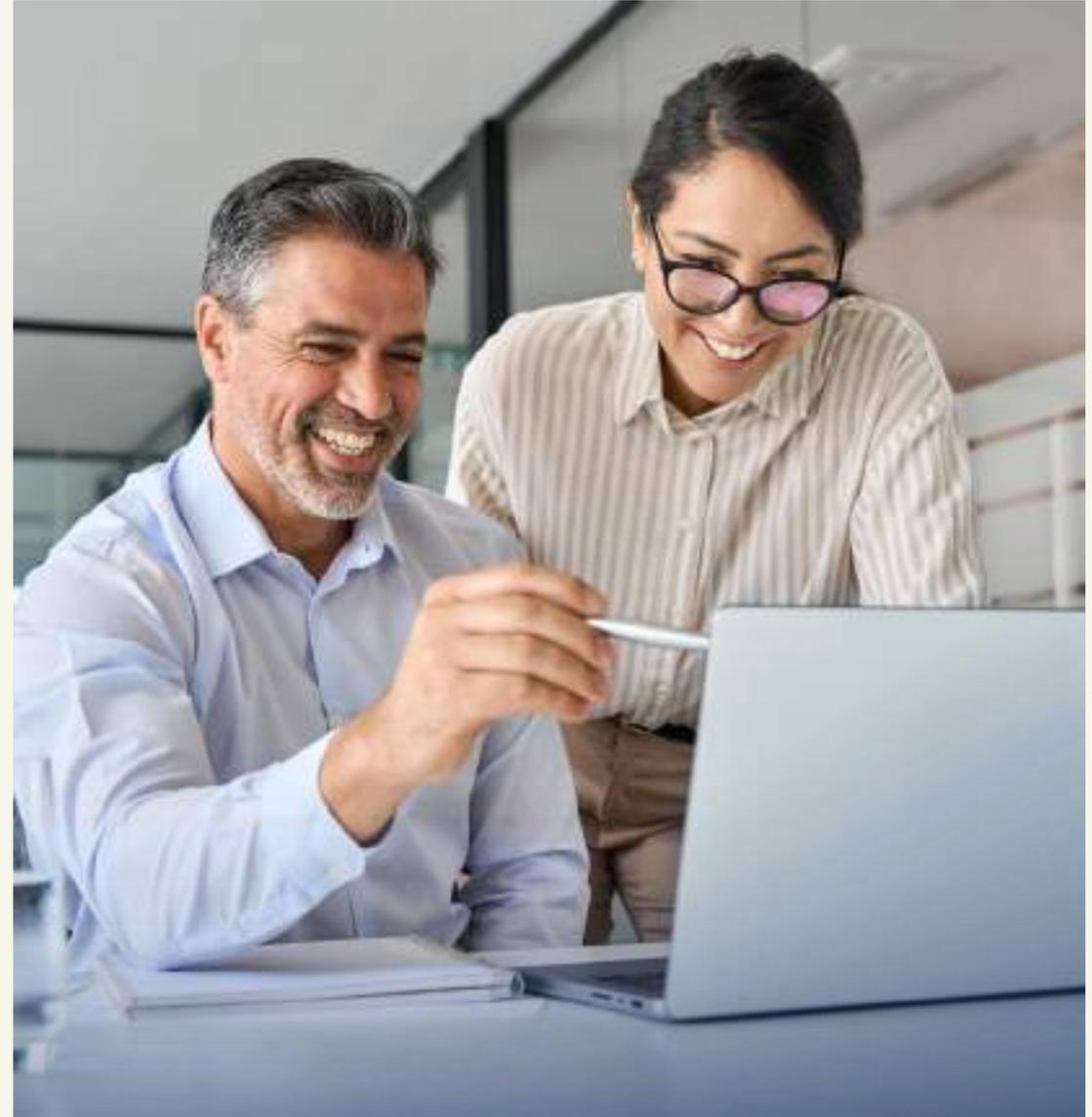


If Values Matter, Why Don't We Hire For Them?

The Cost of Misaligned Hiring

- **80%** turnover tied to misalignment
- **9 in 10** hiring failures due to culture fit

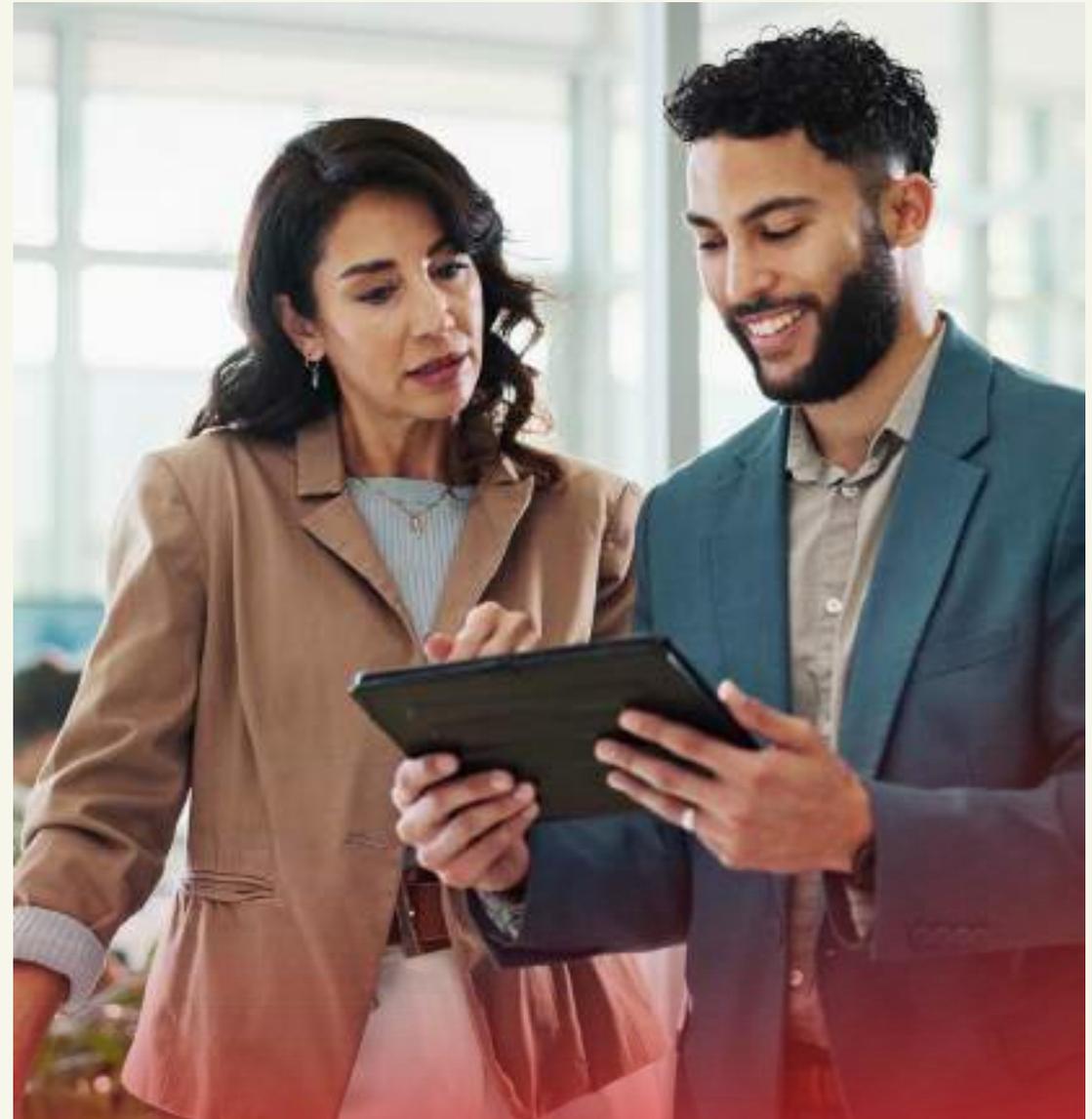
*Source – Harvard Business Review



Mission Amplifies Misalignment

Good Intentions, Inconsistent Outcomes

- Role definition
- Interview focus
- Decision pressure



What Happens When Urgency Overrides Alignment?

Hiring for Heart Framework

Hiring for heart doesn't mean hiring based on instinct or likability.



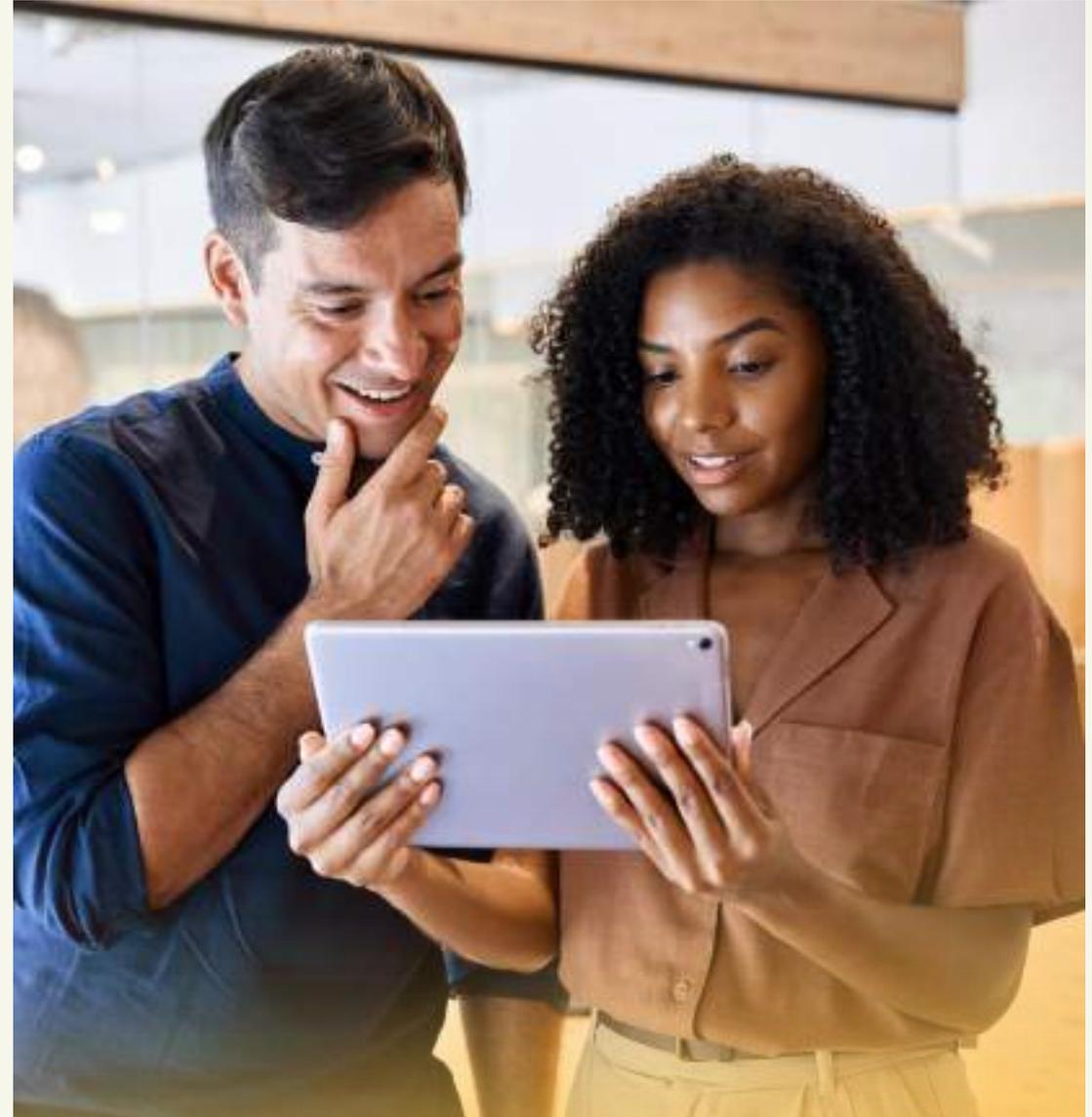
Values Alignment

Leadership
& Behavior
Fit

Role &
Environment
Readiness

Define Values in Action, Not Words

- What values look like in behavior
- What they look like under pressure



Interview for Behavior, Not Belief

- Past behavior > Hypotheticals
- Decision-making examples
- Conflict and accountability moments



Leadership

GOOD

“How would you handle an upset employee or team conflict?”

BETTER

“Tell me about a time you had an upset employee or conflict on your team. What happened, what did you do, and what was the outcome?”

Decision-Making

GOOD

“How do you make decisions?”

BETTER

“Walk me through a difficult decision you made with limited information. What factors did you weigh, who did you involve, and what did you learn afterward?”

Conflict + Accountability

GOOD

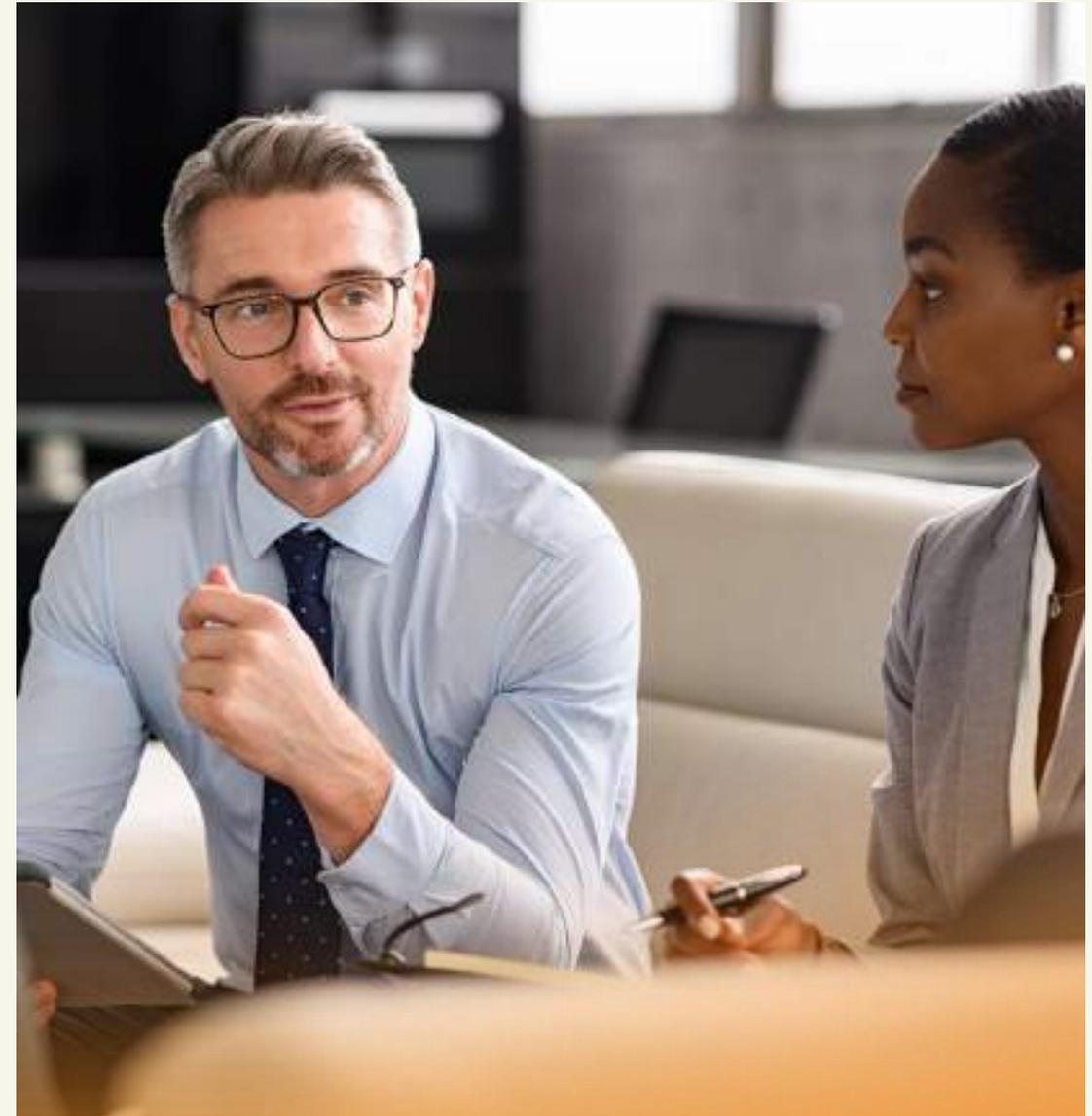
“How do you handle accountability or performance issues?”

BETTER

“Tell me about a time you had to address underperformance with a strong personality or high performer. How did you approach it, and what changed afterward?”

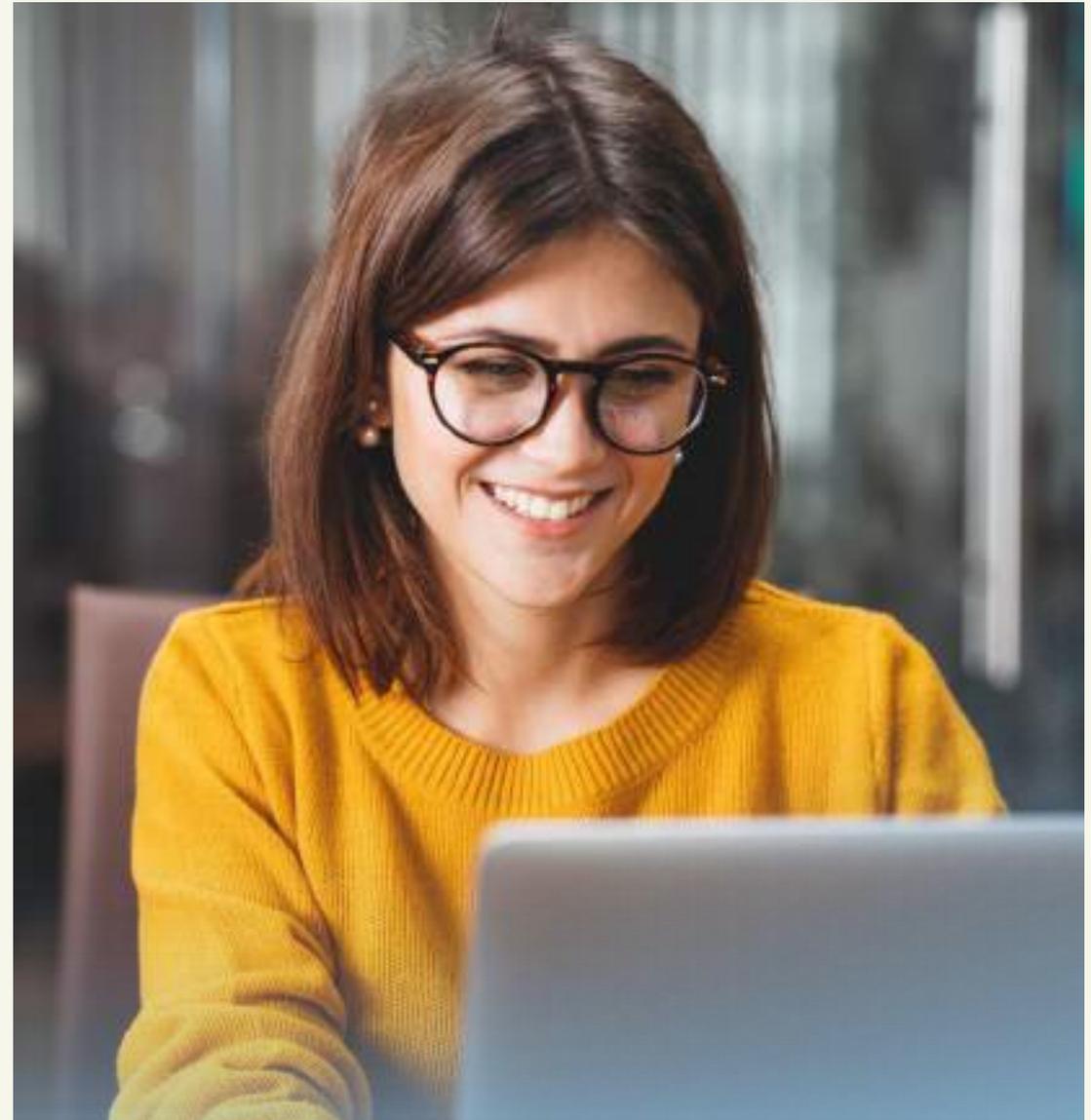
Assess Leadership Fit, Not Style

- What the team needs now
- What leadership behaviors succeed here



Match the Person to the Environment

- Pace
- Structure
- Autonomy
- Organizational maturity



Design Alignment Upfront

- Align leaders before posting roles
- Use structured interviews
- Calibrate decision-makers early



Why Alignment Breaks Down

- Capacity
- Inconsistent interview skills
- High-stakes roles



Alignment Improves Outcomes When It's Designed Into the Process

When Support Matters Most

- High-impact roles
- Executive transitions
- Growth or change
- Culture sensitive roles



Perspective Reduces Risk

- External facilitation
- Alignment calibration
- Structured assessment



Does Your Hiring Process Reflect the Culture You Want?

When Hiring Reflects Values, Performance Follows

Q & A



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Building Tomorrow Together