

GUIDE 3 OF 4

The scorecard

One sheet per candidate, filled in during the conversation – because memory rearranges itself to agree with a first impression.

WHO THIS IS FOR

Founders, owners and managers hiring a technical person without being one themselves.

One sheet per candidate, filled **during** the conversation, not afterwards. Memory rearranges itself to agree with a first impression; a written score does not.

Candidate: · **Role:** · **Level applied for:** · **Date:** · **Interviewer(s):**

How to score

Score each line 1 to 4. There is no 3.5, and a blank is not a pass.

SCORE	MEANING
4	Better than we need. Could teach this to others.
3	Does this unaided. Good enough to hire on.
2	Knows of it. Would need help every time.
1	Not there. Or answered a different question.

A **2 on any "must" line is a no**, however good the rest is. Write the evidence, not the impression: what they actually said or did, in their words.

1 · Can they do the work

WHAT WE ARE CHECKING	SCORE	EVIDENCE — WHAT THEY SAID OR DID
Has built something like this before		
Explained a past decision and its trade-off		
Worked through the exercise sensibly		
Spotted what was missing from the question		
Knows what they do not know		

2 · Can they work with us

WHAT WE ARE CHECKING	SCORE	EVIDENCE
Explained something technical so you understood it		
Asked about the business, not only the stack		
Disagreed with something, and said why		
Said "I don't know" at least once		
Talks about a past team fairly, blame aside		

3 · Will they still be right in a year

WHAT WE ARE CHECKING	SCORE	EVIDENCE
Wants what this role actually offers		
Their reason for leaving the last place holds up		
Learns without being sent on a course		
Would grow into what we need next		

Red flags seen

Tick what you saw. One is a conversation; three is a no. - ☐ Cannot explain their own past work in plain words - ☐ Every past problem was someone else's fault - ☐ Name-drops tools, describes no decisions - ☐ Agreed with everything you said - ☐ Vague about what they personally did, versus the team - ☐ Salary is the only question they asked - ☐ Dates on the CV do not match what they say

The one question that decides it

If this person joined on Monday and the first month went badly, what is the most likely reason?

Answer:

Verdict

- Total (out of ____):
- Any "must" line scored 2 or below? yes / no
- **Verdict:** strong yes / yes / no / strong no — (*there is no "maybe": a maybe is a no with extra steps*)
- What would have to be true to change this verdict:
- If hired, the first thing they need from us: