



## Catalyst Empowerment Summit

# How to Hire Catalysts with Aplomb

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# Hiring catalysts is like roasting the perfect chicken...

Sounds easy, but getting the basics right is harder than it looks

- Crispy skin
- Moist interior
- Well-seasoned

You need great ingredients, the right equipment, the right timing and technique.



HATCHING  
A PLAN

**What to do**

**BEFORE  
DURING  
& AFTER**

**the interview to hire  
catalysts with aplomb**

BEFORE

# Getting alignment with key stakeholders

- Why are we hiring this person?  
Get crystal clear.
- Have key stakeholders sign off on  
the role description—makes search  
go smoother and faster.
- What support do they need to be  
successful?
- How will their success be  
measured? Use SMART goals.
- Structured interviewing is preferred.



**Is this a job that one person can do,  
or have we "turduckened" the role?**

BEFORE

# Determine what you want to know

Three types of interview questions—

## Leading

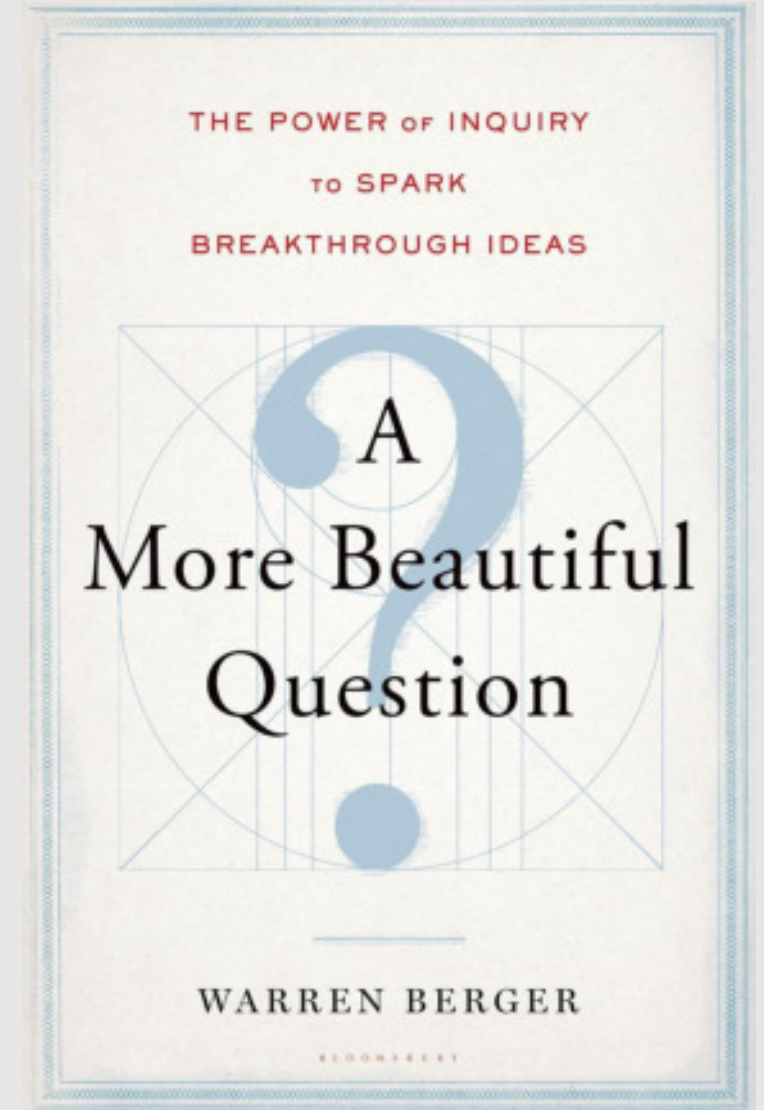
*Are you good at your work?*

## Theoretical

*If Oprah Winfrey was in front of you right now, and your boss was on the line, what would you say?*

## Behavioral

*Tell me about a time when you didn't have all the information you needed but you had to be quick in coming to a decision.*



With a more beautiful question we get more insight, more innovation.

DURING

# Favorite questions to ask a catalyst

**If I were to ask your colleagues from your last company (which I won't), what would they say is the most misunderstood thing about you?**



Do they answer the question?  
Are they self-aware enough to know what others think of them, and yet it's not true?

DURING

# Favorite questions to ask a catalyst

**Every Catalyst needs to be able to teach.**

**Teach me something.**

**You have one minute to think about what you want to teach me and three minutes to teach me something, it can literally be anything.**

**Go...**



Can they come up with something on the fly?

Do they check in with me to see if I'm listening?

Are they engaging?

Does what they're saying make sense?

Are they sticking to the time parameters given?

Did I learn?

DURING

# Favorite questions to ask a catalyst

**What's an idea you came up with all by yourself?**

**How did you champion it in your organization? What happened?**

**What were the results?**

**Follow up: How did you come up with that? Knowing now what you know, what would you do differently?**



Are they able to come up with something from nothing?

Did it actually come to fruition?

Did they take others along on the journey, or were they off by themselves.

Was it successful or did it ever launch?



DURING

# Favorite questions to ask a catalyst

**What's the hardest group you've ever had to get alignment/support from?**

**What happened?**

**What was the result?**



Can they get people to come along for the ride?

Is it collaboration or is it my way or highway?

DURING

# Favorite questions to ask a catalyst

**Make the case for a cause you believe in.**

**Now tell that case from another's perspective (a child's, the government's, the environment etc).**



Can they step into another's shoes?

Are they only about the cause they support or the way of thinking they want to bring to the employer? Can they move off of that?

How strongly can they argue another's POV?

DURING

# Resume tip

## Attention to detail

Check dates on resume and look at dashes—  
are they consistent (“m” or “n” dashes)?

If not, there will be other typos on resume.



DURING

# Tricky moments in an interview



Deer in headlights/  
awkward silence



The candidate  
starts to grill you



You know in 5  
mins it's a "no"



The boss loves  
them, now what?



You talked for an entire hour about  
horror films or truffle picking or  
crime on the rise, but you never  
interviewed them—what do I do?

AFTER

# Follow-up

- Let them know when they'll hear back and stick to it, even if “no news is no news”.
- Always respond to a thank you note, it will set you apart.
- Give actionable feedback for the next round of interviews or if you reject them, be specific about why.
- **Clarity is kindness.**



# Key Takeaways

- Get alignment with key stakeholders around the role, job description, budget and support.
- Ask “a more beautiful question”, Catalysts love thoughtful questions.
- Tricky moments happen, anticipate them and be ready with what to do.
- Give actionable feedback and always follow up. They may not be your hire but they know someone who might be.



# Thank you.