John Smith

Demo Job. Generated at Sep 26, 2023

Searchlight

Overall Recommendation

Predicted Performance **BETA**

Top Candidate

Potential Bar Raiser

Inputs

Quantitative Factors	Qualitative Factors
Great	**Great**
Neutral • Good • Great	Neutral • Good • Great

"Quantitative Factors" summarizes the responses from the multiple choice and Likert questions. "Qualitative Factors" summarizes the in-tangibles (e.g. Behaviors, Culture Continuums) that were detected by our AI, but are harder to see with the naked eye.

Why is John rated as a Top Candidate?

Searchlight's AI detected patterns in John's behavioral profile that match those of top-performing hires across Searchlight's candidate dataset.

Scorecard Attributes (with score out of 100)

Attribute	▨	⊡
Collaboration	71	85
Communication	82	85
Problem Solving	68	71
Results Orientation	93	85
Time Management	89	85

Strengths (top 5)

- Hardworking
- Fast learner •
- Collaboration •
- Dependability •
- + 11 more

Growth Areas (top 5)

- Teaching others •
- Managing stress •
- Results-driven
- Strategic thinking

Culture Continuums

Innovative		Structured
Results Oriented		Supportive
Customer Oriented		Self Oriented
Collaborative		Self Reliant
Conflict Forward		Conflict Preventative
Detail Oriented		Vision Oriented

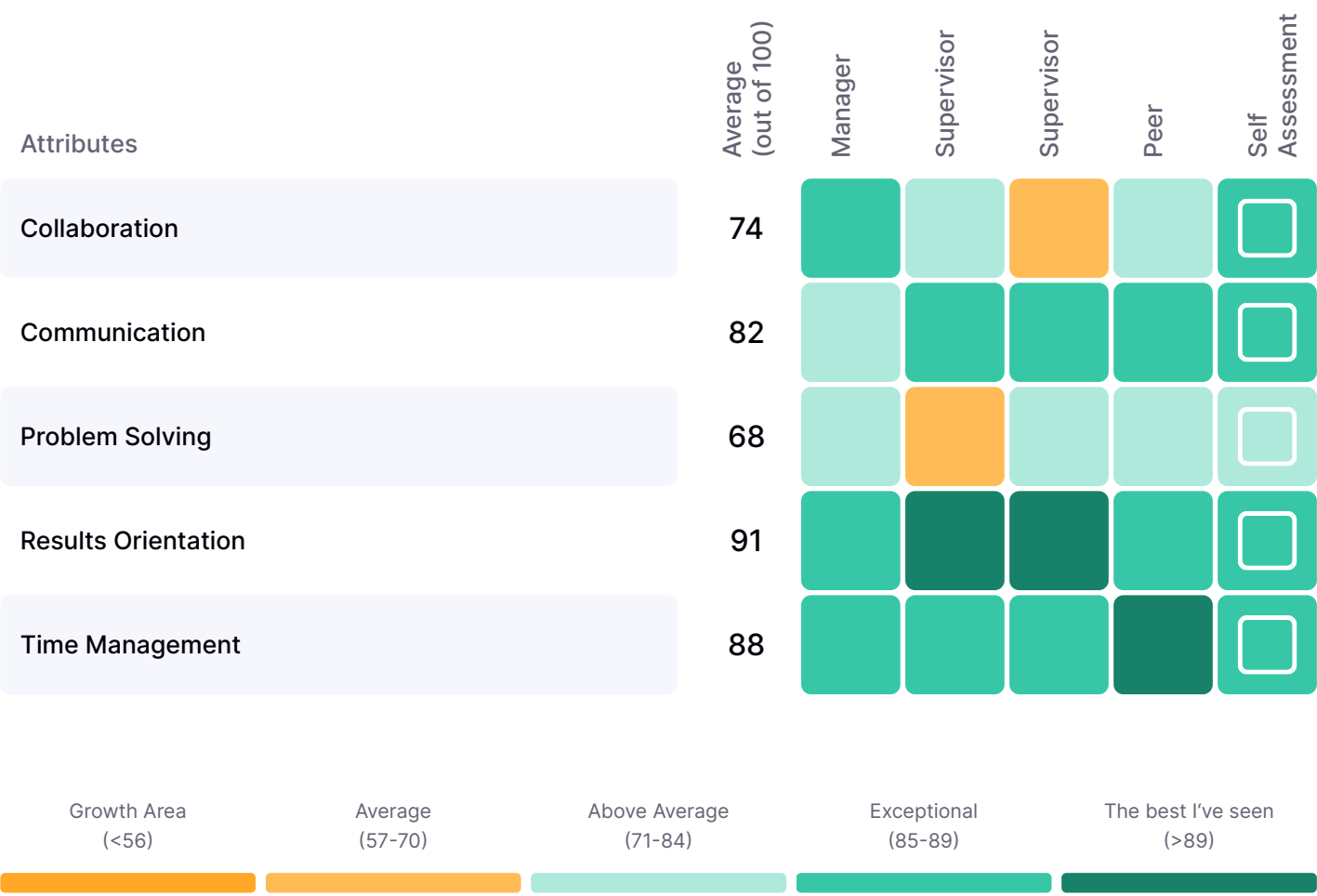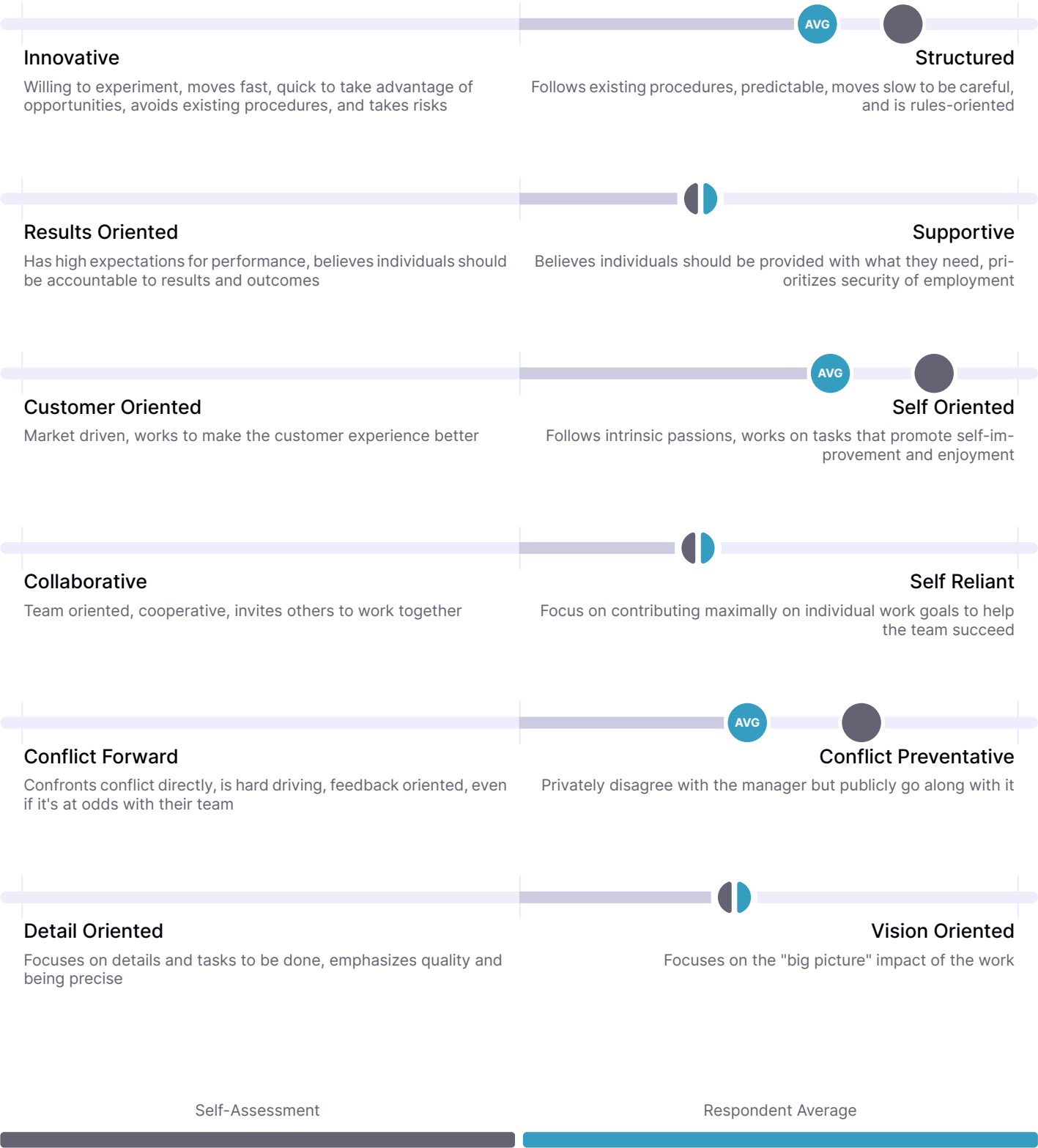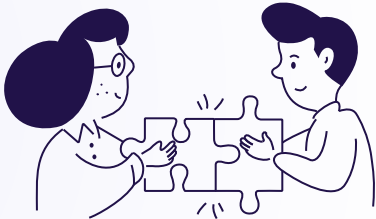Legend: ● Self-Selected Trait   ▨ Self-Reflection   ● Respondent Average

Scorecard

Every respondent was asked to rate the candidate on the following (customized) attributes. Searchlight calculates the percentile by benchmarking average ratings against out database.
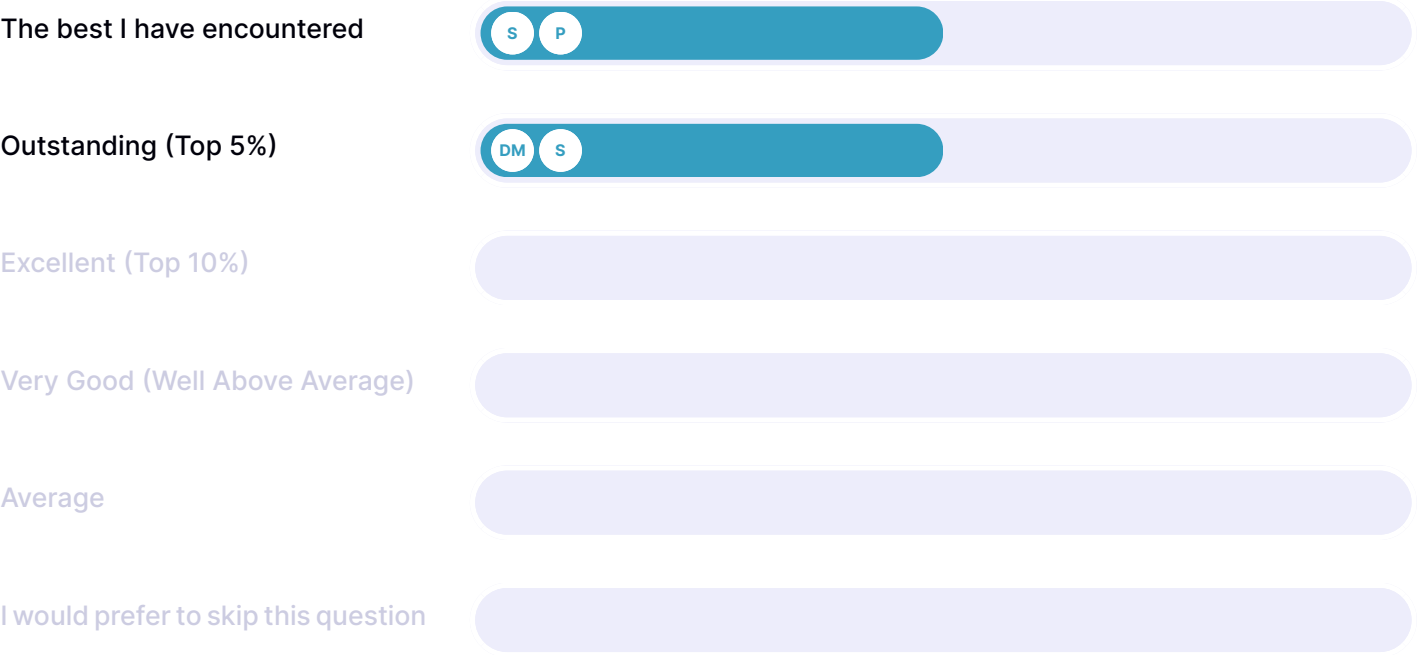
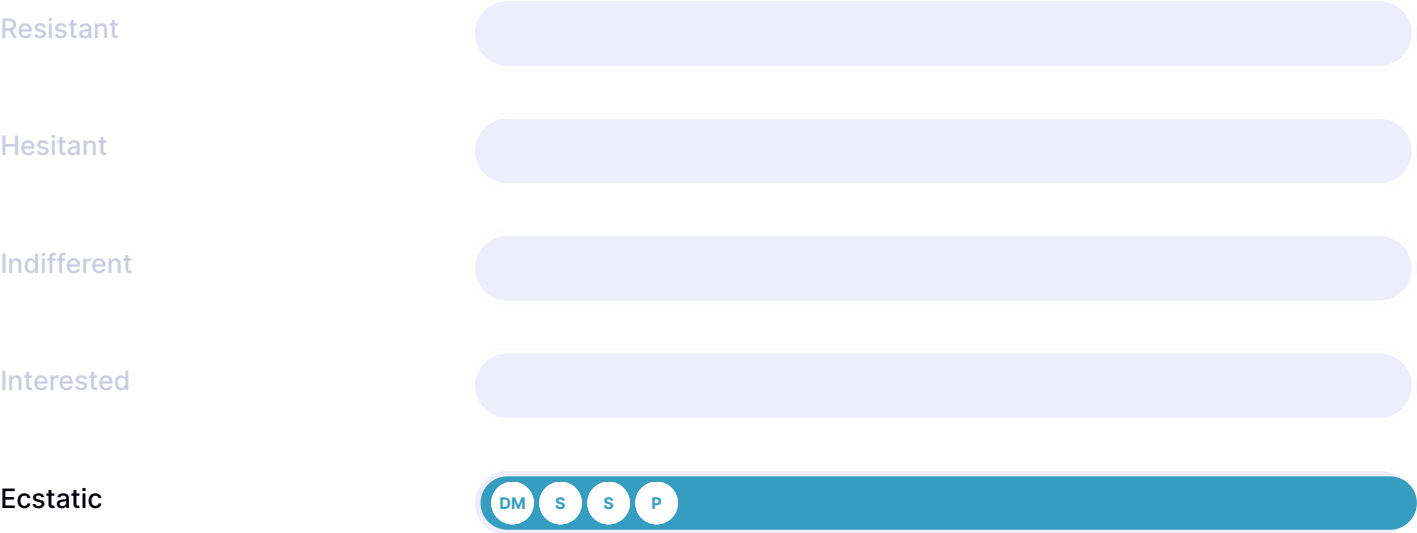| Attributes	Average (out of 100)	Manager	Supervisor	Supervisor	Peer	Self Assessment
Collaboration	74					
Communication	82					
Problem Solving	68					
Results Orientation	91					
Time Management	88					

Growth Area (<56)	Average (57-70)	Above Average (71-84)	Exceptional (85-89)	The best I've seen (>89)

2 · Scorecard · Culture · Quant. Questions · Qual. Questions · Respondents

Full report

Culture Continuums

Respondents average and Self-Assessment responses

Innovative — **Structured**

Willing to experiment, moves fast, quick to take advantage of opportunities, avoids existing procedures, and takes risks

Follows existing procedures, predictable, moves slow to be careful, and is rules-oriented

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Results Oriented — **Supportive**

Has high expectations for performance, believes individuals should be accountable to results and outcomes

Believes individuals should be provided with what they need, prioritizes security of employment

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Customer Oriented — **Self Oriented**

Market driven, works to make the customer experience better

Follows intrinsic passions, works on tasks that promote self-improvement and enjoyment

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Collaborative — **Self Reliant**

Team oriented, cooperative, invites others to work together

Focus on contributing maximally on individual work goals to help the team succeed

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Conflict Forward — **Conflict Preventative**

Confronts conflict directly, is hard driving, feedback oriented, even if it's at odds with their team

Privately disagree with the manager but publicly go along with it

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Detail Oriented — **Vision Oriented**

Focuses on details and tasks to be done, emphasizes quality and being precise

Focuses on the "big picture" impact of the work

Self-Assessment   Respondent Average

3   Scorecard • **Culture** • Quant. Questions • Qual. Questions • Respondents

Full report

Based on your professional experience, how would you rate John compared to John's peer group?

The best I have encountered — S P

Outstanding (Top 5%) — DM S

Excellent (Top 10%)

Very Good (Well Above Average)

Average

I would prefer to skip this question

How excited would you be to work with John again?

Resistant

Hesitant

Indifferent

Interested

Ecstatic — DM S S P

DM Direct Manager   S Supervisor   DR Direct Report   P Peer   SH Stakeholder   PR Professor   PE Personal

4   Scorecard • Culture • **Quant. Questions** • Qual. Questions • Respondents

Full report

Please describe the context in which you worked with John.

John and I have been teammates on the Address Verification at Lob for over a year. We've worked on a number of high-value, multi-sprint projects together, including integrating open-source data into our verification pipeline and introducing a new bulk endpoint to help enterprise customers cleanse their data. John is an invaluable member of our team. He's always the first person to respond to a question on Slack, jump into an incident meeting, or volunteer for a ticket. He takes initiative anytime he finds a problem and produces high quality work in a timely manner such as Reverse Geocoding and Address Autocomplete.

Randy Franks   **P** Peer / Colleague

John was an intern for the New Product Development team, and joined our team when we were focused on creating an address verification product with the highest accuracy in the world. John made a number of pivotal contributions towards that end that I would expect of a much more senior engineer. In particular, he took over a feature called 'Lob Deliverability'. That feature allowed the company to leverage its own records of USPS responses to attempted mail sends that Lob had made to almost 50% of US households in order to strengthen our accuracy in predicting whether an address was deliverable or not. It proved to be a critical differentiator for us in the market.

Jeff Johnson   **DM** Direct Manager

John joined Lob as intern on New Product Developement team. He has a bias for action and dove right away into challenges to identify scrappy solutions. We needed a large data set that vendors were charging high prices for. He went above and beyond and identified an open source data set and stood it up for the team to begin testing it and validating it. For someone so early in his career at the time, I was really impressed. After converting to FTE, John dove deeper into the stack and was able to make meaningful impact on the performance of the product while saving the product line money. Both of these project demonstrate raising the bar for the team and diving deep into the product to make an impact.

Spencer Jones   **S** Supervisor / Indirect Manager

John and I worked on separate teams but collaborated on things that were cross teams. Two instances come directly to mind. He was improving the performance of our ElasticSearch indexes and he had significantly improved it's latency. I dont remember the exact numbers but it was about 150-200% improvement. My inter-action with him was coaching on how to explore perf improvements and working on his approach. Another key interaction was finding a memory leak that'd been long standing in our API. He was persistent in his findings and eventually found the biggest contributor to the memory leak. His efforts resulted in halving the memory used. John and I collaborated on this issue again and I played a player/coach role.

Jane Rodgers   **S** Supervisor / Indirect Manager

We believe in a growth mindset. What is an area in which John can improve?

No areas I can think of.

Jeff Johnson   DM   Direct Manager

John is a really smart engineer and I've really enjoyed working with him. If I had to pick an area of improvement, I'd say he can focus more and have less tasks. Irrespective of this, I'd still hire him on my team. His ability to investigate issues and take ownership of work is top notch.

Jane Rodgers   S   Supervisor / Indirect Manager

Truthfully, I cannot think of a skill where John needs additional coaching that won't come naturally with more experience. He is highly motivated, a quick learner, and willing to make mistakes, which means he often lends his help wherever he is needed. That does mean he sometimes places a lot on his own plate which can result in undue stress and burden.

Randy Franks   P   Peer / Colleague

As an intern the biggest area of improvement was around focus. This is something I saw him actively improve. He is bright, hungry and moves fast it was more so making it clear of the opportunity cost of additional work.

Spencer Jones   S   Supervisor / Indirect Manager

What would you share with future managers to set John up for success?

I would give him a little more leeway than you might otherwise give someone with his experience, as he seems to thrive off the autonomy, and produces great results.

Jeff Johnson   DM   Direct Manager

John is ambitious and a delight to work with. To set John up for success, provide him with clear success criteria but the freedom to propose solutions / innovative ways to achieve the goal faster and cheaper, something really great to see as a nature trait from someone earlier in their career.

Spencer Jones   S   Supervisor / Indirect Manager

John seemed to like a pretty high level of autonomy in his work. He did well when we connected weekly on progress and just to check in.

Jane Rodgers   S   Supervisor / Indirect Manager

Given John is still early is in career, I believe he would benefit from managers who can help prioritize tasks and defining milestones. John is a self-starter who doesn't need much guidance but still prefers to work in a collaborative environments. He thrives in pair-programming scenarios (especially when paired with more senior engineers) and I think he benefits from meeting with different stakeholders (e.g. product, customers, customer success, etc.) to understand their perspectives.

Randy Franks

P Peer / Colleague

7 Scorecard · Culture · Quant. Questions · **Qual. Questions** · Respondents

Full report

Jeff Johnson
Senior Engineering Manager

Direct Manager   DM   Lob
06/2021 - 08/2022 (1 year)

LinkedIn profile: **No**
Phone number: 1234567890
Key Summary: John takes ownership of a project that in my opinion is beyond his years of experience in the industry. He demonstrates an excellent understanding of the problem space and is creative, enthusiastic, and highly capable in crafting a solution.

Jane Rodgers
Software Engineering Manager

Supervisor / Indirect Manager   S   Lob
06/2021 - 08/2022 (1 year)

LinkedIn profile: **No**
Phone number: 1234567890
Key Summary: John's been a pleasure to work with! His work has high impact on our customers. I'd love to bring him on to my team and I've tried in my time at Lob ;)

Spencer Jones
Group Product Manager

Supervisor / Indirect Manager   S   Lob
06/2021 - 02/2022 (< 1 year)

LinkedIn profile: **No**
Phone number: 1234567890
Key Summary: John is bright, ambitious and curious. Give John an ambitious goal and he'll deliver, full stop. These traits make him a wonderful addition to a fast moving product/eng team.

Randy Franks
Senior Software Engineer

Peer / Colleague

P

Lob
06/2021 - 08/2022 (1 year)

LinkedIn profile: <u>No</u>

Phone number: 1234567890

Key Summary: I absolutely love working with John. He has upleveled our entire team with his dedication and willingness to tackle hard problems. He absolutely crushes any task he is given and goes out of his way to help others.

ABOUT SEARCHLIGHT

Searchlight is a Predictive Talent Platform that measures and improves Quality of Hire by connecting candidate reference and self-assessment data to post-hire outcomes.

Searchlight is on a people-first mission to make hiring win-win for everyone by understanding talent better. Learn more at <u>searchlight.ai.</u> Our scoring is audited to be fair and equitable, and have no adverse impact.