



LESSON 2

THE POST-INTERVIEW HUDDLE: A COLLABORATIVE APPROACH TO DECISION-MAKING

Introduction: The Power of Collective Wisdom

The best hiring decisions are rarely made in isolation. The post-interview huddle (also known as a debrief or a wash-up session) is a critical meeting where all the interviewers come together to share their feedback, discuss their perspectives, and make a collective, data-driven decision.

This collaborative approach is one of the most effective ways to reduce bias, improve the accuracy of your decisions, and ensure that you are hiring the best possible candidate for the role.

The Rules of the Huddle: A Guide to a Productive Discussion

To be effective, a post-interview huddle needs to be a structured and well-facilitated discussion. Here are the key rules for a productive huddle:

Rule #1: No “Selling”

The purpose of the huddle is not for one person to “sell” their preferred candidate to the rest of the group. It is a forum for open and honest discussion.

Rule #2: Data, Not Drama

All feedback should be based on specific, behavioral evidence from the interview. Vague, subjective statements like, “I just got a good feeling from her,” are not helpful. Instead, say, “When I asked her about a time she had to deal with a difficult customer, she gave a great example of how she de-escalated the situation with empathy and professionalism.”

Rule #3: One Competency at a Time

Instead of going around the room and having each person give their overall impression of each candidate, structure the discussion around the key competencies for the role. For each competency, go around the room and have each interviewer share their rating and the evidence to support it.

Rule #4: The Facilitator is Neutral

The hiring manager should act as a neutral facilitator, guiding the discussion and ensuring that everyone has a chance to share their perspective. They should not share their own opinion until everyone else has had a chance to speak.

Rule #5: It's a Discussion, Not a Vote

The hiring decision is not a democracy. The goal of the huddle is not to reach a unanimous consensus, but to provide the hiring manager with the information and perspective they need to make a well-informed decision. The final decision rests with the hiring manager.



A Step-by-Step Guide to a Post-Interview Huddle

Job analysis doesn't have to be a complicated or time-consuming process. By following these four simple steps, you can create a clear and accurate picture of any job in your organization.

Step 1: Independent Review (Before the Huddle)

Before the huddle, each interviewer should independently review their notes and complete their scoring rubric for each candidate.

Step 2: The Opening (5 minutes)

The hiring manager should start the meeting by reminding everyone of the key competencies for the role and the rules of the huddle.

Step 3: The Competency-by-Competency Review (30-45 minutes)

Go through the key competencies one by one. For each competency, go around the room and have each interviewer share their rating and the specific behavioral evidence to support it.

Step 4: The Debate (10-15 minutes)

After you have reviewed all the competencies, open the floor for a more general discussion. Where do the candidates differ the most? What are the biggest strengths and weaknesses of each candidate? What are the potential risks of hiring each person?

Step 5: The Final Decision (5 minutes)

The hiring manager should summarize the discussion and make the final hiring decision, explaining the rationale behind their choice.

ACTIVITY: RUN YOUR OWN POST-INTERVIEW HUDDLE

Time needed: 30 minutes

The Case Study: Diana Jones

- **Position:** Front Desk Supervisor (Hotel) - \$38,000/year
- **Diana's Background:** 4 years customer service (retail + restaurant), Associates in Hospitality, bilingual (English/Spanish), available all shifts
- **Interview Feedback:**
 - **Interviewer 1 (Front Desk Manager):** Great communication, handled tough scenarios well | Concern: No hotel experience, nervous about night audit | Score: 7/10
 - **Interviewer 2 (HR Manager):** Strong cultural fit, eager to learn | Concern: Wants \$42,000 (over budget), needs 2 weeks notice | Score: 6/10
 - **Interviewer 3 (General Manager):** Bilingual valuable, reduced complaints 20% at last job | Concern: Wants to move into sales eventually | Score: 8/10
 - **Other candidates:** 2 with hotel experience, monolingual, asking \$40,000+

Instructions

Step 1: Review Huddle Structure (5 minutes)

A good huddle follows this order:

- | | |
|--------------------------------|-----------------------------|
| ① Share scores (no discussion) | ④ Evidence-based discussion |
| ② Positive feedback | ⑤ Address biases |
| ③ Concerns | ⑥ Final decision |

Step 2: Write All Perspectives (15 minutes)

Download the worksheet and complete:

- **Opening Round:** Write what each interviewer says when sharing their score
- **Discussion:**
 - As Interviewer 1: Share one positive point
 - As Interviewer 2: Raise one concern
 - As Interviewer 3: Provide specific evidence
- **Bias Check (as Hiring Manager):** Address these:
 - Are we holding lack of hotel experience against her unfairly?
 - Are we assuming she'll leave based on her sales interest?
 - Did we explain that we provide night audit training?

Step 3: Make Your Decision (10 minutes)

Complete the decision form:

- **Decision:** Hire / Reject / Need More Info (circle one)
- **Reasons:** 1. 2. 3.
- **If HIRE:** Salary offer \$_____, conditions, timeline
- **If REJECT:** Main reason, better fit candidate
- **If MORE INFO:** Questions needed, how to get answers

Write huddle summary email (3-4 sentences stating decision and next steps)

① _____

② _____

③ _____

④ _____

Reflection

① What was hardest about this decision?

② What would you do differently in a real huddle?

Self-Check

- ☒ Used evidence, not opinions?
- ☒ Decision is clear and documented?
- ☒ Addressed biases?

Submit Your Work

- ① Completed worksheet (all interviewer perspectives)

② Final decision with reasons
- ③ Huddle summary email

④ Reflection answers