

Hiring Manager Final Round

Hiring Manager

Universal

Final evaluation by hiring manager: team fit, role alignment, and leadership potential.

Evaluation Criteria

Role-Specific Depth

Evaluates whether the candidate has the depth of expertise required for the specific role and level.

Rating: 1 2 3 4 5

Sample Questions:

- What's the most technically challenging problem you've solved in the past year?
- How would you approach the biggest challenge our team is currently facing?
- What would your first 90 days look like in this role?

✓ STRONG SIGNAL

Candidate demonstrates expertise at the expected level with specific examples, shows genuine understanding of the role's challenges, and articulates a realistic onboarding plan that shows they've thought about the role.

× WEAK SIGNAL

Candidate's depth doesn't match the level (e.g., senior candidate gives junior-level answers), their 90-day plan is generic, or they cannot engage meaningfully with role-specific challenges.

Team Fit & Working Style

Assesses whether the candidate's working style and preferences will complement the existing team.

Rating: 1 2 3 4 5

Sample Questions:

- How do you prefer to receive feedback from your manager?
- Describe the best team you've worked on — what made it great?
- How do you handle situations where you disagree with a team decision?

✓ STRONG SIGNAL

Candidate's described working style aligns with the team's norms, they ask specific questions about team dynamics, and their past team experiences suggest they'd thrive in this environment.

× WEAK SIGNAL

Candidate's preferred working style directly conflicts with team norms (e.g., solo work preference in a highly collaborative team), or they show no interest in understanding the team.

Strategic Thinking & Business Acumen

Evaluates the candidate's ability to connect their work to business outcomes and think beyond immediate tasks.

Rating: 1 2 3 4 5

Sample Questions:

- How do you decide what to work on when everything seems important?
- Tell me about a time you had to balance technical quality with business deadlines.

- How do you measure the impact of your work?

✓ **STRONG SIGNAL**

Candidate connects technical work to business outcomes, makes principled trade-off decisions, and can articulate how they prioritize impact over activity. They think about problems at the right altitude for their level.

✗ **WEAK SIGNAL**

Candidate can only discuss technical details without business context, has no framework for prioritization, or makes all decisions purely based on personal interest.

Leadership & Influence

Assesses the candidate's ability to lead (formally or informally), mentor others, and drive organizational improvement.

Rating: 1 2 3 4 5

Sample Questions:

- Tell me about a time you influenced a decision without direct authority.
- How have you helped a junior team member grow?
- Describe an improvement you've driven for your team or organization.

✓ **STRONG SIGNAL**

Candidate provides examples of mentoring, driving process improvements, or leading initiatives. They influence through expertise and communication, not just positional authority.

✗ **WEAK SIGNAL**

Candidate has never mentored anyone, cannot describe influencing beyond their direct work, or views leadership only as giving orders.

Long-Term Potential & Growth Trajectory

Evaluates the candidate's ceiling and trajectory — whether they'll grow into a larger contributor over time.

Rating: 1 2 3 4 5

Sample Questions:

- Where do you see your career going in the next 3-5 years?
- What's the biggest gap in your skill set right now, and how are you addressing it?
- What would you want to accomplish in this role that you haven't been able to elsewhere?

✓ **STRONG SIGNAL**

Candidate shows self-awareness about their development areas, has a growth trajectory that aligns with what the role and company can offer, and demonstrates capacity to take on increasing scope.

✗ **WEAK SIGNAL**

Candidate has plateaued and shows no interest in growth, their aspirations don't match what the role can provide, or they're overqualified and likely to disengage quickly.

Red Flags

- Candidate's stated career goals are incompatible with what the role offers (e.g., wants management but the role is IC-only)
- Cannot articulate what they'd do differently here vs. their current role
- Multiple interviewers flagged concerns that the hiring manager interview doesn't resolve

Notes & Overall Recommendation

Strong Hire Hire No Hire Strong No Hire

Notes: _____
