

Robert—
—Walters

The complete interview guide for hiring managers

How to interview well and recruit the best people



Global Talent Solutions

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Introduction



Securing top talent is not just an advantage – it's a necessity in today's world.

Yet, navigating the hiring process can often feel like an overwhelming task with numerous steps and potential pitfalls. That's where this guide comes in, inside you'll find expert advice on every stage of the interview process, from how to prepare for an interview to making an offer.

Cost of a bad hire

$438 billion

global employee engagement fell by 2% in 2024, costing the world economy an estimated $438 billion in lost productivity.

Source, Gallup

79%

of employers admit to hiring the wrong candidate for a job.

Source, Robert Walters

18%

current average leadership turnover annually.

Source, Forbes

46%

of hires fail within the first 18 months because the selection approach only tested their interview skills rather than long-term potential.

Source, Instill

80%

of turnover can be attributed to poor hiring decisions.

Source, Forbes

40%

of hiring managers believe they have not had adequate training and support to be responsible for managing the hiring process.

Source, Robert Walters

Whether you're an experienced interviewer or new to the hiring process, this guide will give you the support and insights to help you build a team that drives your business forward.

Preparation

Just like candidates, interviewers need to come prepared. A well-prepared interviewer sets the tone for a smooth, professional experience and helps ensure the right hiring decisions are made.

Here's what to prepare before the interview day:

Confirm the interview details

Set the interview date, time and format (in person or virtual) and share with all expected attendees. If it's in person, make sure you have shared the address and any check-in instructions with the interviewee. If it's virtual, send the correct link (Zoom, Teams, etc.) and ensure the candidate has access. Don't forget to share a contact person in case of any issues.

Clarify the structure

Will it be a one-on-one, panel or group interview? Will it follow a structured format or be more conversational? Make sure everyone involved knows what to expect and that the candidate does too.

Align on the role and criteria

Revisit the job description and confirm the position title. Align with other interviewers on what you're assessing and how. This will ensure consistency and fairness across various interviews.

Prepare your materials

Have the candidate's CV, cover letter, references and any pre-interview assessments ready. Bring a printed or digital copy of your interview guide and questions. If the candidate is expected to complete a task, send it in advance and bring a description of the task with you.

Set expectations for the candidate

Let them know how long the interview will last, who they'll be meeting and what to bring. If there's a dress code, be as clear as possible.

Review inclusive interviewing practices

Take a moment to refresh on unconscious bias and review your interview techniques. A fair process starts with awareness.



77%

of hiring managers say attire impacts employability.

Source, Robert Walters

Robert—
—Walters



“Consider offering candidates the opportunity to request interview accommodations or adjustments when you are scheduling the interview. This helps to make your interview process inclusive to people with disabilities or specific needs and means people can perform at their best in the interview.”

Louise Fowkes
Senior Manager – Future of Work Advisory,
Robert Walters



On the day

Once the preparation is done, it's time to focus on delivering a smooth and professional experience. Here's how to ensure the interview runs on time and leaves a positive impression:

Set up your environment

Choose a quiet, comfortable and distraction-free space. If it's virtual, test your tech setup in advance. If it's in person, make sure the room is tidy and welcoming.

Refresh your memory

Block out time before the interview to re-read the candidate's CV and application materials. This helps you engage meaningfully and ask relevant follow-ups.

Finalise your questions

Review your prepared questions and highlight the ones most relevant to this candidate. Jot down any new ones based on their CV or cover letter you want to add.

Be punctual

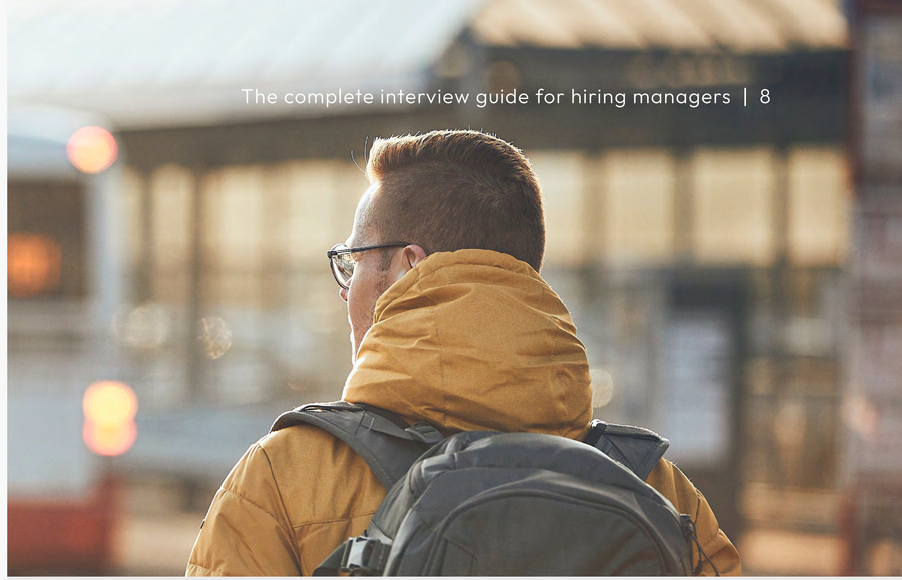
Candidates often arrive early. Make sure the interview location is set up and available ahead of the meeting and try to respect interviewees' time by starting the interview on schedule.

Minimise distractions

Make sure you focus on the present interview. Consider turning off or leaving your laptop and phone somewhere else.

Set the tone

Greet the candidate warmly and explain the structure of the interview. Remember, they're assessing you too.



"If they notify me that they will be late and have a good explanation, no problem. If they don't provide that courtesy, then it reflects bad on the company."

Candidate
Robert Walters Survey

47%

of candidates would think less of a company if the interviewer was late.

Source, Robert Walters



“How you lead an interview can advantage or disadvantage candidates and potentially impact the quality of your hire.”

Tom Lakin
Global Head – Future of Work Advisory, Robert Walters

First impressions

Before a single question is asked, candidates are already forming impressions, not just about the role, but about your organisation. These early moments reflect your company culture. When handled with clarity and respect, they help candidates see what success looks like within your team.

25%

of candidates decide within the first 90 seconds whether they'd like to work at an organisation.

Source, Robert Walters

Welcome with clarity and warmth:

Greet the candidate with genuine warmth and thank them for their time.

Briefly explain the structure of the interview, including who they'll meet, what to expect.

If others are present, introduce them clearly by name and role.

Build rapport without overthinking it:

Start with a short, natural interaction to ease into the conversation. Try:

What inspired you to apply for this role?

What's been a highlight in your career so far?

Have you worked in a team like this before?

Be present and engaged:

Positive presence:
Maintain connection, nod in acknowledgment and offer verbal affirmations. These small behaviours can have a powerful impact on candidate confidence.

Attentive listening:
Allow candidates the space to answer fully without interruption. Demonstrate genuine interest by focusing on their words rather than preparing your next question.

Open body language:
Keep your posture relaxed and avoid crossing your arms, turning your body away from the candidate, glancing around the room or being distracted by your phone or laptop.

Create a strong finish:

End the interview with the same care you began it with. Leave time for questions and encourage candidates to ask anything on their mind.

Even if the candidate isn't the right fit, a professional and respectful close ensures they leave with a positive impression of your brand.

Be specific about what comes next:

will there be another round? How long will a decision take? Who will be in touch?

Make it a two-way conversation:

Interviews should feel like a dialogue, not a test. Ask insightful questions but also invite discussion. Candidates should feel they're learning as much about you as you are about them.

When you ask a question, briefly explain why. This helps candidates understand what you're looking for and gives them context for how to tailor their responses.

When you speak about the role or the company, be candid. Talk about team culture, leadership style, opportunities for progression and areas where you're actively trying to improve. Balanced insight helps build credibility and earns trust.

"One interviewer read from a list of questions with no expression or follow-up. It felt robotic. I left unsure if they even wanted to hire anyone."

Candidate
Robert Walters Survey



"A candidate's first few minutes within an interview can be surprisingly decisive. They pick up on tone, energy and intent – and use those cues to decide if this is a place where they can see themselves succeeding."

Adam Gordon
Global Head of Talent Development - Talent Advisory, Robert Walters

Here's a really strong introduction script to help you kick off any interview.



“Candidates may naturally direct their responses to one panel member in a panel interview if you haven’t clearly explained each interviewer’s role at the start. Taking the time to make this clear at the start allows the candidate to perform at their best and will ensure you get the most out of the panel interview.”

Tom Lakin
Global Head – Future of Work Advisory,
Robert Walters



“Research shows that using a consistent meritocratic framework for all candidates minimises bias and promotes fairness. Measure candidate responses against a clearly defined and consistent rating scale, and encourage interviewers to independently score each question without conferring to ensure objectivity and reduce bias.”

Adam Gordon
Global Head of Talent Development - Talent Advisory, Robert Walters

Structure

A thoughtfully structured interview will allow you to have an effective framework that aligns to your business objectives and will give you the clarity needed to make sound hiring decisions.

Why structure matters:

Consistency and fairness

A structured interview ensures that each candidate is evaluated on the same criteria, reducing biases and promoting fairness. This consistency helps in creating a level playing field for all candidates.

Improved decision-making

With a clear structure, interviewers can focus on specific competencies and skills that are critical for the role, leading to more objective and data-driven hiring decisions.

Efficient time management

A well-structured interview helps to manage time effectively, ensuring that all important topics are discussed and the candidate has a positive experience.



"Start interviews with questions that assess candidates' relevant skills and competencies rather than focusing on their background or biographical information, such as qualifications, work history or career gaps. This approach ensures the interview is merit-based and prioritises the candidate's ability to perform the role."

Louise Fowkes
Senior Manager - Future of Work Advisory, Robert Walters

Creating an interview structure:

Define the job requirements

Start by clearly defining the skills, competencies and experience required for the position. This will guide the development of your interview questions.

Develop a set of standardised questions

Prepare a list of questions that align with the job requirements. These should include a mix of behavioral, situational and technical questions.

Assign roles for interviewers

If multiple interviewers are involved, ensure each has a clear role (e.g. technical assessment, values fit). This prevents overlap and ensures comprehensive coverage of all questions.

Here's a framework document you can use to build out the structure for your interviews.

Determine the interview sections

An interview can be divided into several sections – we recommend following the format below:

1. **Introduction**
Set the tone by introducing yourself and any other interviewers and explaining the interview process.

2. **Core skill questions**
Start with standardised questions focusing on skills, competencies and situational responses.

3. **Role-specific questions**
Tailor questions to the specific role and its challenges.

4. **Candidate questions**
Allow time for the candidate to ask their questions, which can provide insights into their priorities and expectations.

5. **Conclusion**
Summarise discussion, outline next steps and thank the candidate for their time.



Crafting interview questions

A strong interview includes a variety of question types. Here's a breakdown of the most useful formats to include:

Competency-based questions
These are strategic questions used to evaluate a candidate's skills and behaviours through past experiences, offering an objective view of their potential future performance. They focus on specific competencies required for the role, such as leadership or teamwork, and ask for real-world examples that demonstrate those skills. Competency-based interviews help employers make more informed hiring decisions. Here's three different types of competency-based questions you should try to include in every interview:

Behavioural questions

Designed to assess past behaviour as a predictor of future performance. For example, "Can you describe a time when you had to overcome a significant challenge at work?"

Situational questions

Ask how candidates would handle hypothetical scenarios related to the role. For example, "How would you prioritise your tasks if you were assigned multiple projects with tight deadlines?"

Technical questions

Specific to the technical requirements of the role, these assess the candidate's knowledge and capabilities. For example, "Can you walk me through how you would troubleshoot a system outage affecting multiple users?"

Open-ended questions
Encourage detailed responses and allow candidates to demonstrate their thinking and creativity. Avoid yes/no questions that limit the conversation. For example, “What’s a project you are most proud of, and why?”

Values-based questions
Prepare questions that help assess how well the candidate’s personal values aligns with your company’s values and culture. Shared values between both parties helps to create a more positive, productive and fulfilling work environment. An example question could be, “What type of work environment do you thrive in?”

Follow-up questions
Be prepared to ask follow-up questions based on the candidate’s responses. This can help clarify points and provide deeper insight into their experience and thought process. For example, “You mentioned leading a team through a tight deadline. What specific strategies did you use to keep everyone motivated?”



“It might seem obvious, but ask questions in clear, simple language. Provide context, if necessary, but avoid long, multi-part questions. Drafting questions before the interview will help with this. And be mindful that some neurodiverse candidates might approach some question formats differently, or struggle with some question types (like open-ended questions). Focus on direct, specific questions and avoid ambiguity and abstract language - this will help all candidates understand what you’re asking and allow them to answer to the best of their ability.”

Tom Lakin
Global Head – Future of Work Advisory,
Robert Walters

Handy tips to remember when crafting your interview questions

Prioritise the questions that will best help you decide whether to move forward with a candidate.

Be consistent across interviews by having a core set of questions you ask every candidate interviewing for the role.

Involve other team members in developing questions to gain a different perspective and cover different aspects of the role.

Ensure you take time to reflect on the interview to evaluate how the interview went and if your questions were effective.



Here's an AI prompt you can use to help create your interview questions.



“You could start by asking the candidate to explain what your business does. This deceptively simple question floors lots of people – it’s amazing how many interviewees struggle with it, perhaps because they’re attending several interviews in a row and haven’t made the time to do much research.

But if you don’t come across as having a firm grasp of the company and why it’s hiring, the interviewer can only conclude that you’re not really that bothered about the job.”

Adam Gordon
Global Head of Talent Development - Talent Advisory, Robert Walters





Common interview mistakes

While mistakes are not always avoidable, small errors during the interview process could give the candidate a negative impression or sway a strong candidate to walk away from the opportunity.

1. Jumping straight into questions

Diving straight into questions can catch candidates off guard. Instead, provide a brief overview that lets the candidate know what you'll be covering. After you've introduced yourself and any other interviewers, consider a simple opening like:

> "Thanks for meeting me today. I'll give you a quick overview of what to expect, then I'll share a bit about the company and the role before we move into questions."

2. Overlooking the interview setting

Whether it's virtual or in person, your environment can affect a candidate's focus. Small distractions like background noise, tech glitches or interruptions can impact their performance.

- **If virtual:** join early, test your camera and microphone and make sure you're in a quiet, well-lit space.
- **If in person:** ensure the space is tidy and comfortable and greet the candidate in a welcoming manner. Have a glass of water available.

3. Being overly rigid with your format

Having a rough structure can help guide the conversation, but being strict with your questions can affect the flow of a natural conversation

Strong interviews strike a balance. Come prepared, but allow space to explore interesting points further as they come up. This is often where the most valuable, authentic answers come from.

4. Asking cookie-cutter questions

Generic questions often lead to rehearsed or surface-level answers, especially common ones like “Tell me about your strengths and weaknesses.” Reviewing the candidate’s CV in detail helps you to tailor questions and shows you’ve done your research. For example:

“I noticed you led a project on [topic] last year. What were the biggest challenges, and how did you work through them?”

5. Talking more than you’re listening

It’s easy to overshare, especially if you’re trying to sell the company. But if you’re talking more than the candidate, you might not be giving them enough opportunity to show you why you should hire them. Ask yourself if you are:

- Talking more than 20% of the time.
- Cutting candidates off before they’ve finished.
- Turning the interview into a pitch rather than a conversation.
- Actively listening, nodding and allowing for pauses.

6. Missing non-verbal cues

Body language and facial expressions often speak volumes. If a candidate looks uncertain or uncomfortable, don’t push them, try rephrasing the question or checking in. For example, “Let me ask that in a slightly different way…” or “Would you like more time to consider that question?”

Be mindful that neurodiverse candidates may be uncomfortable with eye contact or have a different experience and reaction to social cues. Focus on their answers and consider using skills-based interview questions and techniques.

7. Not allowing enough time for the candidate’s questions

Allowing time for a candidate to ask their questions is an essential part of the interview. Their questions will tell you a lot about their priorities and requirements. Aim to leave at least 10 minutes at the end and respond to each question thoughtfully. If you’re unsure of an answer, say you’ll follow up in an email.

8. Ending the interview

How you close an interview leaves a lasting impression. A vague or rushed ending can confuse or disengage candidates, while a clear, professional wrap-up builds trust, whether they get the job or not. For example:

“Thanks again for your time. We’re aiming to make a decision by [date], and we’ll be in touch either way.”

9. Letting innocent ignorance steer the conversation

It’s natural to form opinions quickly, but they shouldn’t shape the entire interview. Stay open-minded and evaluate each answer individually to make a fair judgement. Be aware of potential bias you might have when:

- The candidate seems nervous at first.
- They remind you of a colleague or past hire.
- You “click” early on and stop probing further.

You can see a list of common biases on the next page (p21)

Here are some of the common biases you should be aware of when interviewing a candidate:



Halo effect
When a positive characteristic of a candidate leads to a positive overall impression, overshadowing other potentially negative aspects.



Confirmation bias
When we seek out information that confirms our existing beliefs about a candidate, while ignoring contradictory evidence.



Affinity bias
When we are naturally drawn to candidates who share similarities with us, such as attending the same university or having the same hobbies and interests.



Overconfidence bias
When we overestimate our ability to judge character or fit, relying too heavily on intuition rather than objective data.



Gender bias
Making assumptions about a candidate's abilities or fit for a role based on their gender.



Anchoring
When we're influenced by the first piece of information we receive, such as the starting salary range, leading to a biased evaluation.



Attribution bias
Attributing a candidate's success or failure to their personality or character, rather than situational factors.



Contrast effect
Evaluating candidates relative to each other, rather than against the job requirements.



Availability heuristic
Relying on information that is easily accessible or recent, rather than comprehensive data.

Robert—
—Walters



“The vast majority of people don’t intend to let bias impact their decision-making, but it’s often a case of ‘innocent ignorance’. Being aware of the potential biases that can creep into the hiring process is essential, because when the cost of making the wrong hire is so high, an inclusive recruitment process will ultimately improve the quality of hire across your organisation.”

Tom Lakin
Global Head - Future of Work Advisory,
Robert Walters



Different interview formats

Interviews come in many forms – from in-person meetings to virtual panels – and every setting brings its own dynamics.

Adapting your approach to different formats



In-person interviews

Create a warm welcome

Greet candidates personally to help them feel comfortable.

Pay attention to cues

Smiles and open posture can help build rapport and encourage open dialogue.

Let them lead

Aim for candidates to do around 80% of the talking – giving space for their stories, expertise and potential to shine through.



Phone interviews

Prioritise clarity

Without visual cues, your voice carries everything – tone, energy and meaning. Speak clearly and check for understanding throughout.

Limit distractions

Choose a quiet location and ensure the line is stable to avoid disruptions.

Listen more closely

Pay attention to pauses, tone shifts and the rhythm of the conversation to pick up on unspoken cues.



Video interviews

Focus on connection

Position your camera at eye level and engage as you would in person. Looking directly at the lens helps create a more personal feel.

Set a professional scene

A neutral background, good lighting and minimal noise help the candidate stay focused.

Test early

A quick tech check before the interview starts can save time and ease nerves.



“A candidate once described a panel as feeling like a press conference – receiving rapid-fire questions from all sides. A coordinated approach makes a huge difference.”

Louise Fowkes
Senior Manager - Future of Work Advisory, Robert Walters

One-on-one interviews

Build personal rapport

This is a chance for a genuine conversation. Tailor your questions to the job requirements and invite storytelling rather than just listing achievements.

Encourage depth over speed

Don’t rush to fill silences. Giving candidates a moment to reflect often leads to more thoughtful, revealing answers.

Panel interviews

Introduce the team

Share each panel member’s role and focus area upfront to help candidates orientate themselves.

Coordinate your approach

Plan your questions ahead of time to keep the flow natural and avoid repeating topics.

Support the dialogue

Panels can feel intimidating; balance the conversation so candidates feel included, not interrogated.



Assessment-based interviews

Set clear expectations

Explain the purpose and relevance of any assessments upfront. Clear instructions help candidates perform at their best.

Keep it relevant

Focus on skills and competencies directly tied to the role.

Provide constructive feedback

This gives candidates valuable insights into their strengths and areas for improvement, and enhances their overall experience, regardless of whether they move forward in the process.



Presentation-based interviews

Offer clear guidance

Define the topic, length, the meeting format and intended audience so candidates can prepare accordingly. Be clear about how they will deliver their presentation - do they need to bring a laptop, will they have a screen, or are you expecting them to talk through their project.

Look beyond the slides

Evaluate both the content and how the candidate communicates ideas.

Encourage dialogue

Leave time for questions and discussion after the presentation to keep the interaction two-way.

Every interview format presents an opportunity to learn more about the candidate, showcase your organisation's strengths and build a positive impression that lasts.

Adapting thoughtfully to different settings and styles creates a smoother process and leaves every candidate with a positive impression of your company.

Adapting interview styles

How you structure an interview has a major impact on the candidate experience. Imagine putting a CEO through a 20-minute phone screen with a junior HR assistant or asking a graduate to present a three-year strategic plan. It sounds extreme, but mismatched interviews happen more often than you'd think.

73%

of candidates say a mismatched interview process, which doesn't reflect the level or type of role they're applying for, would disengage them.

Source, Robert Walters

Level	Interview length	Assessment type	Key focus	Interviewers
Entry	30–45 mins	• Light screening / basic skills test	• Potential • Attitude • Values alignment	• Hiring manager • HR
Mid-Level	60 mins – 2 rounds	• Task or scenario-based	• Problem-solving • Leadership style	• Team lead • Colleagues
Manager	2–3 rounds	• Case studies • Culture add	• Strategy • People management	• Cross-functional panel
Executive	Multi-stage, informal & formal	• Vision pitch • Business plan	• Vision • Business acumen • Stakeholder engagement	• Board • CEO

Adapting interviews for different employment types

Shaping interviews around the specific employment type is crucial for relevant candidate assessment.



Temporary roles

Efficiency is key

Streamline the interview process to focus on the immediate impact and core expertise.

Ready to go

Prioritise candidates who can hit the ground running with minimal onboarding.



Contract positions

Focus on expertise

Tailor questions to evaluate technical skills and experience relevant to the specific project.

Review past results

Ask about previous contract work to identify reliability and ability to deliver.



Permanent roles

Think long-term

Explore the candidate's career goals and potential for development within the company.

Evaluate culture add

Use behavioral questions to understand how well they align with your current team's values and dynamics.

Strategic alignment

Discuss how their skills and vision support the company's broader goals.

Align interviews with demands of the role

A one-size-fits-all interview approach can overlook the qualities that make someone the right person for the job. Different functions demand different strengths, so your interview strategy should reflect that. Think about:

What challenges will they face?

Whether it's solving complex problems, driving revenue, or managing high-pressure conversations, every role will face challenges and opportunities unique to your business. Design your questions to explore how the candidate would approach them.

How do they think?

Each function demands a different kind of thinking. Designers might need space to talk through ideas and inspiration while a sales professional might shine in more of a live, conversational scenario. Your interview should be built around the kind of thinking the role actually involves.

What interview format will bring out their best?

It's easy to overemphasise the importance of confidence or similarities to your existing team, but those aren't always the best indicators of a strong candidate. For skill-heavy or technical roles, focus on capability. For collaborative roles, test their communication and adaptability.

What interview format will bring out their best?

Some professionals thrive in informal conversations because that's how they operate in their day-to-day role. Others do better with technical tasks. Choose a format that mirrors how the person will actually work.



After the interview

The decision to hire one candidate over another is rarely the choice of one person – often multiple stakeholders are involved. Following these simple steps can help you and your team reflect on the interview and focus on the most important considerations to make the right decision.

Key questions to ask in a group discussion:

- "What do you think the candidate's strengths were?"
- "What support would we need to provide this candidate to help them be successful here?"

Post-interview checklist

- ☑ Refrain from discussing your thoughts with others immediately after the interview.
- ☑ Ask decision-makers to document their feedback rather than just discuss it informally.
- ☑ Build in time for reflection before a group discussion.
- ☑ When you asses the candidates, refer back to the key competencies (knowledge, skills and abilities) required for success in the role that you agreed before you started interviewing.
- ☑ Ensure you evaluate the candidates following the framework you agreed before you started the interviews (e.g. using a rating or scoring system, or ranking the most important interview questions).
- ☑ Be aware of your potential for biases, such as confirmation bias and affinity bias.
- ☑ Consider gathering feedback separately ahead of any group discussion.
- ☑ In a group discussion, let the most senior person speak last. People are more likely to defer to more senior people, and in a group discussion this means you won't get their true thoughts.
- ☑ Assign someone on the hiring panel to take the 'devil's advocate' role, challenging the group and helping to avoid assumptions to reach deeper consideration of all aspects of the candidates.

Making an offer

Found the perfect candidate? The work isn't over just yet. A great offer doesn't begin at the final stage, it's shaped by every interaction up to the moment you say, "We'd like to offer you the role."

Be confident of an acceptance

The best way to avoid last-minute surprises is to build trust and transparency throughout the process. A helpful question to ask during the final interview is: "If we were to make you an offer, how would you feel?"

This gives you a clear indication of their interest and any hesitations they may have before you go to the effort of drafting an offer.

Also, stay curious about their broader job search. Are they interviewing elsewhere? What's their timeline? The more you know, the better you can plan.

Be conscious of timing

Speed matters, and while you should never rush a decision at the expense of quality, strong candidates won't wait around forever. Once you've made your choice, move quickly.

- Confirm internal alignment on budget, title and responsibilities before extending the offer.

- Send a written offer straight after verbal acceptance, clearly outlining salary, benefits, start date and next steps.

Delays at this stage can create doubt or spur the candidate on to consider other opportunities.





Deliver a compelling offer with no false promises

Your offer should be:

- Clear - no vagueness around compensation, benefits or expectations.
- Consistent - with what's been discussed throughout the interview process.

Avoid offering a lower salary than discussed or expected (low-balling) as it can damage trust and lead to rejections or early resignations. If something needs to change from what was previously discussed, explain why before the offer is sent. Stay open and collaborative in negotiations, but be clear about your boundaries, especially if you expect counter-offers.

Make the offer in person

Whenever possible, make the offer in person or over a video or phone call. This adds a human touch and gives you a chance to show genuine enthusiasm for the candidate, reinforcing why they stood out, as well as answering any immediate questions they may have. It's also a great opportunity to share what excites you about them joining the team and to make them feel wanted.

Keep the momentum going

Once you have a verbal offer, don't go quiet. Nothing is agreed until they read and sign their contract. Keep the energy up by sharing any onboarding details, checking in before their start date and even having someone from the team send them a welcome email. This will all help to reduce the risk of second thoughts and help build a strong employee experience and relationship from the offset.

Case study

How Uber transformed its candidate journey

Uber

When Uber set out to improve its hiring process, it wasn't just about filling roles, it was about creating a world-class experience for every candidate who interacted with their brand.

Operating in over 70 countries and 10,000 cities, Uber knew that delivering a consistent, engaging and professional candidate journey at scale was no small task. Internal insights had revealed inconsistencies in candidate satisfaction, and the Talent Acquisition team wanted to dig deeper.

The partnership

Uber partnered with Robert Walters to conduct a **Candidate Experience Diagnostic**, a full analysis into the end-to-end hiring journey. The goals focused on uncovering pain points, highlighting opportunities and delivering actionable recommendations that would elevate the candidate experience across each touchpoint.

Using our proprietary framework, we analysed the following **7 key stages of the recruitment process** through four critical lenses: Speed, Transparency, User Experience and Perception.

1. Pre-apply
2. Job discovery
3. Careers page
4. Search & match
5. Job adverts
6. Job applications
7. Talent pool development

The impact

31 opportunities to enhance the candidate journey

30 clear, actionable recommendations for transformational change

From improving the rejection experience to leveraging AI-powered chat tools and optimising social and peer review platforms, the recommendations were designed to make a real difference, fast.

Why candidate experience matters

Interviews are a critical moment in the hiring journey, but they're just one part of the story. A great interview can be undermined by a poor candidate experience elsewhere in the process.

This case study shows how a holistic, insight-led approach to the candidate journey can help organisations not only attract top talent, but leave a lasting, positive impression that strengthens their employer brand.

Ready to transform your candidate experience?

Key takeaways

Every interaction counts

A candidate's experience doesn't begin with the interview; it starts with your very first interaction. Each touchpoint, from scheduling to follow-up, is a chance to build trust and reflect your company's values. Make them count.

Structure creates clarity and fairness

A clear, consistent interview process benefits everyone. It helps you assess fairly, and it helps candidates understand what matters most. When expectations are aligned, better decisions follow.

Listen with intent

Don't just hear answers, listen for personalised insight. The best interviews feel like conversations, not checklists. When you're fully present, you uncover more than skills and discover the candidate's full potential.

Innocent ignorance can blind us to biases

We all have biases. The key is recognising them, then actively working to reduce their impact. Fair hiring isn't just about process, it's about mindset.

Hiring is a shared responsibility

You're not in this alone. Great hiring happens when teams align, reflect and decide together. After all, you're not just choosing a candidate, you're shaping the future of your workforce.



We deliver end-to-end talent solutions

Robert Walters is the world's most trusted talent solutions partner. Across the globe, we deliver recruitment, recruitment outsourcing and talent advisory services for businesses of all shapes and sizes, opening doors for people with diverse skills, ambitions and backgrounds.

We help organisations find the skills and solutions to reach their goals and assist talented professionals to power their unique potential.

Specialist professional recruitment

Leverage our specialised industry expertise, extensive local insights and global reach to champion your story and connect with the best professionals for your organisation.

- Permanent recruitment
- Temporary recruitment
- Interim management
- Executive search

Outsourcing

Experience agile recruitment solutions tailored to your unique requirements, seamlessly scalable to match your evolving needs and objectives.

- Recruitment process outsourcing
- Contingent workforce solutions
- Statement of work

Talent advisory

Elevate your hiring strategy with our data-driven market intelligence and ESG solutions, empowering your business to cultivate talent, foster growth and future-proof your success.

- Market intelligence
- Future of work
- Talent development

Actionable recommendations to future-proof your organisation

Improve your hiring and retention strategy in the ever-changing world of work.

Delivered by trusted practitioners, our Future of Work services blend academic research, best-in-class studies and data analysis to enable you to make informed decisions and take meaningful action to ensure you are attracting and retaining the best talent for your business.

- Identify barriers in your recruitment process with our Diverse Hiring service.
- Understand how to attract and retain talent through your ESG strategy.
- Attract top talent with our Candidate Experience service.
- Equip leaders to confidently leverage AI across the hiring process.

Diverse Hiring | **AI Readiness** | **Candidate Experience** | **ESG for Hiring**



Ready to transform your talent strategy?

Contact us
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Robert—
—Walters

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