

Hire for the business you' re becoming.

Talent acquisition · Perspective · 5 min read

Why the best hiring conversations start with business outcomes, not a job description.

Editorial status

EDITORIAL DRAFT — prepared for review before publication. Not an empirical analyst study or market forecast.

Overview

A job description can explain what someone will do. It rarely captures the difference that person needs to make. A more useful starting point is the business context: where the organisation is going, what is changing and which capabilities will unlock progress.

In this perspective

Start with the business outcome

Before a search begins, align the hiring team around the decisions, improvements or capabilities the role should deliver. Separate the requirements that are genuinely essential from preferences inherited from an earlier version of the role.

Make fit specific

Culture fit should not be shorthand for hiring people who feel familiar. Define the behaviours that help people succeed in your organisation and evaluate them consistently. Structured questions and agreed criteria make stakeholder conversations more useful.

Connect assessment to the work

Use relevant examples, thoughtful discussion and proportionate assessment to understand how a candidate approaches the challenges they will actually face. Be clear about what each stage contributes to the decision.

Measure the start, not just the placement

A completed hire is a milestone, not the end of the journey. Agree what a strong first few months looks like and bring hiring managers into onboarding conversations. Review the process against the outcomes defined at the beginning.

The takeaway

Ask: “What should be different in our business because this person joined?” Use that answer to shape the search.