

Making role calibration clearer at Google X

At Google X, I standardized intake and role calibration. The work reduced the time spent clarifying roles by 70% and improved the quality of candidates progressing to onsite interviews. This case concerns role clarity and evaluation, rather than the overall length of a hiring process.

Measure	Outcome
Reduction in time spent clarifying roles	70%
Candidate quality progressing to onsite interviews	Improved

Giving the team a shared view of the role

A useful intake gives the hiring team a shared view of the work and the evidence candidates need to show. When the team agrees on that before sourcing, it has a clearer basis for deciding which profiles deserve attention and what an interview should establish.

My current advisory approach starts with that clarity. The historical result supports the value of intake and calibration; it does not show that a particular template alone produced the improvement. The 70% figure refers to role-clarification time, not time-to-hire.

How I would calibrate a role today

I'd ask what the person needs to accomplish, what the team can already cover and which capabilities the new hire must bring. I'd want concrete examples of relevant work, rather than a long list of preferences that could describe several different roles.

The next step would be to agree on the evidence each interview needs to collect and who owns the final decision. A scorecard can support that discussion if its criteria describe the work clearly and leave room to record missing evidence. This is my current recommended approach. Any demonstration scorecard is a new example, not the historical Google X artifact.

When calibration may be the right starting point

If the founder and hiring team are judging candidates against different expectations, I can help make the role and evaluation criteria more clear before the search expands. A focused diagnostic may be a useful first step.