

SORCRR · RECRUITMENT GUIDE 2026

The Frontier Recruitment Guide

For first-time founders, experienced operators, and teams hiring where the playbook is still being written. Build the team for what comes next—with more human context, better evidence, and fewer empty rituals.

First consequential hires

New functions

Frontier roles

Scaling teams

Lean hiring teams

The core rule. Use the lightest process that answers the real hiring risks. Interviews, async questions, work samples, trials, and references are tools—not mandatory stages.



CONTENTS

From first brief to better team.

Seven chapters for building the lightest hiring process that can still support a consequential decision.

01 Start at the frontier 03
Who this is for · What Sorrr changes · Ten principles

02 Build the search 05
Launch · Funnel · Video JD · Trusted sourcing

03 See the signal 07
CRS · Integrity · Reusable profile · Async video

04 Interview with purpose 10
Professional interview · Screen · Career story · Functional · Values

05 Decide from evidence 17
Optional work proof · Independent vote · Close

06 Operate and improve 18
Speed · Responsible AI · Diagnose the funnel

07 Make the team better 19
Team contribution · The final question · Conclusion

Use the lightest process that answers the real hiring risks. Every stage should earn its place.



Hiring at the frontier starts without a familiar script

You may be hiring your first specialist, building a function you have never led, or searching for someone capable of work that barely existed a few years ago. The challenge is not to run more interviews. It is to decide what evidence matters and create a fair way to understand the person behind the résumé: what they have done, what drives them, how they make decisions, and how they behave when the answer is not obvious.

Sorrr begins with more context than a résumé-first process: trusted referral paths, structured video, verification, reviews, and an evidence-backed Career Rank Score. Use that context to ask better questions—not to outsource judgment.

What Sorrr changes

Sorrr is not merely another place to store applicants. It improves three moments where traditional hiring loses signal: finding the right people, understanding them before a call, and making a decision the team can explain.

FIND

Trust creates reach

Tracked sharing and company-funded bounties turn employees, investors, customers, alumni, and super-connectors into an active sourcing network.

UNDERSTAND

See the human signal

Video JDs, team introductions, candidate profiles, and async questions add context that forms and résumés flatten.

DECIDE

Evidence compounds

CRS, verification, reviews, interviews, votes, work evidence, and references create one inspectable decision record.

TRADITIONAL DEFAULT

Post broadly → scan blank résumés → repeat questions across rounds → collect opinions in scattered notes → add another interview when the room is unsure.

THE SORRR MOTION

Source through trust → review reusable human signal → inspect what is already known → test only the open risks → vote independently → decide from evidence.

Ten principles

1

Get clear before you source

Define the problem, three outcomes, must-have evidence, compensation, and decision owner.

2

Let candidates meet the role before the calendar

Use the Video JD and team context to make expectations real and improve self-selection.

3

Source through trust; verify what is missing

A referral adds context, not a lower bar. Apply the same job-related standard to everyone.

4

Ask only what is still unknown

Carry forward durable evidence. Do not make candidates repeatedly prove the same thing.

5

Every stage answers a different question

If a stage repeats an answer or adds only comfort, remove it.

6

Work proof is optional—and powerful

Use a fair work sample or paid trial when it will answer a material question better than another conversation.

7

Interview the whole story

Follow outcomes, choices, motivation, feedback, and transitions—not rehearsed highlights alone.

8

Values appear in costly choices

Ask about real tradeoffs, then look for consistency across stories, work, and references.

9

Vote before discussing

Record individual evidence before opening the team view and AI consolidation.

10

Move quickly; keep judgment human

Speed respects candidates. AI can assist, but the hiring manager owns the decision.

Launch the role in minutes. Add depth only where it matters.

A job post should not require a workshop. Start with the problem, compensation, location, and owner. Use Advanced Create when the role benefits from a custom funnel, videos, assessments, interview assignments, or hiring terms.

START FAST

Quick Post

Define the role, compensation, location, and hiring owner. SAI can help draft the description for human review.

DESIGN THE EVIDENCE

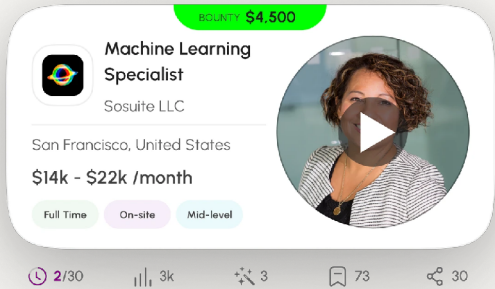
Advanced Create

Shape the funnel, add Video JD and team context, configure optional evidence, assign interviewers, and set the decision path.

ACTIVATE TRUST

Share with attribution

Give employees, investors, customers, and communities a clear brief and a tracked link—not a vague request to “send anyone good.”

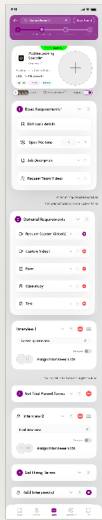


THE PUBLIC JOB CARD GIVES CANDIDATES AND REFERRERS THE ESSENTIAL STORY BEFORE THEY OPEN THE FULL ROLE

Choose the lightest funnel that can support the decision

No single sequence is the Sorrr sequence. Build from the role's uncertainty, cost of error, and available evidence.

HIRING SITUATION	SUGGESTED PATH AFTER PROFILE + CRS	WHY
Early-team / generalist	CORE Sorrr signal review → structured interview → references / offer IF NEEDED live screen, async motivation question, or short work sample	Motivation, range, judgment, and working style matter more than a rigid credential match.
Specialist / technical	CORE Sorrr signal review → career or behavioral → functional evidence → offer IF NEEDED live screen, work sample, or paid trial RISK-DRIVEN values / references	Distinct capability and collaboration questions may require different evidence.
Frontier / newly defined role	CORE async scenario → structured exploration / simulation → offer IF NEEDED live screen, expert review, or paid project	The hiring team may be learning what excellence looks like while it recruits.
Leader / high-trust role	CORE career history → strategic / functional → values → references → offer OPTIONAL lawful probation; trial uncommon	People, money, safety, data, and reputation justify deeper verification.



SORCRR FUNNEL BUILDER · EVERY OPTIONAL STAGE MUST EARN ITS PLACE

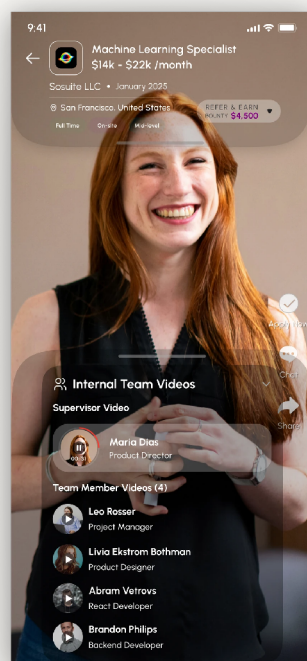
Sorrr can remove the traditional first screen. When the reusable profile, job-specific async answer, verification, reviews, and CRS already establish role relevance, motivation, contribution, and workable constraints, move directly to the deeper interview. A live screen, trial, work sample, or additional interview belongs only when it answers a named question that the current evidence cannot.

Let people meet the role before they meet the calendar

A Video JD is a realistic preview, not a brand film. For an early company or frontier role, the people and problem are often more persuasive than the company name.

1. Why this hire matters now
2. What they will own
3. What success changes
4. What will be difficult or uncertain
5. Who they will work with
6. Why the right person may want in—without overselling

Connect the supervisor profile and the people the candidate will actually work with. Each person should add new context rather than repeat the founder.

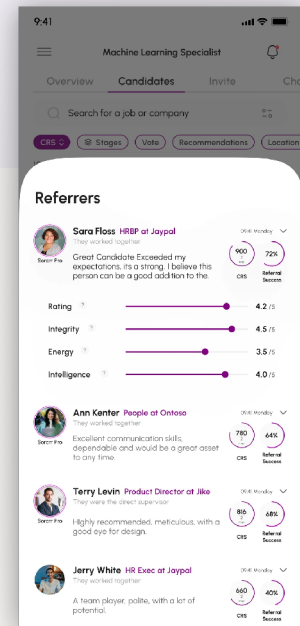


VIDEO JD + TEAM CONTEXT · CANDIDATES CAN UNDERSTAND THE MANAGER AND WORKING RELATIONSHIPS BEFORE APPLYING

Source through the people who already understand your world

The bounty creates motion. The brief creates quality. Tell referrers the problem, three outcomes, must-have evidence, who may thrive, who may not, compensation, and why the role matters. Share the Video JD and tracked link so the story and attribution travel together.

One standard for everyone. A referral is valuable context, not a credential. Referred and non-referred candidates should face the same job-related questions, rubrics, and decision thresholds.



TRUST GRAPH · EMPLOYEES, INVESTORS, CUSTOMERS, ALUMNI, AND SUPER-CONNECTORS CAN SOURCE WITH CONTEXT AND ATTRIBUTION

03 · SEE THE SIGNAL

Use CRS to focus attention. Use the evidence to decide.

Career Rank Score brings four dimensions into one read: Ratings, Integrity, Intelligence, and Energy. It is a navigation tool into the evidence—not an instruction to hire or reject.

Ratings

Review-backed context about prior work and outcomes. Sparse evidence means investigate, not reject.

Integrity

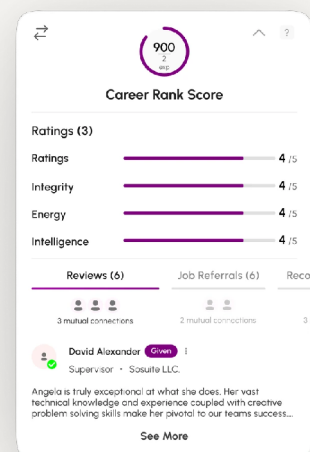
Whether words, commitments, and actions line up across the evidence. A concern is a reason to clarify and verify—not a verdict.

Intelligence

Role-relevant judgment, learning, and problem framing—not prestige or vocabulary.

Energy

Initiative and sustained follow-through—not extroversion, visible excitement, or overwork.



CAREER RANK SCORE · A QUICK READ WITH THE REVIEWS, HISTORY, AND EVIDENCE AVAILABLE UNDERNEATH

Integrity asks a simple question: does the candidate do what they say—and say what they do?

THE SORCRR INTEGRITY TEST

The Integrity rating is one view of that pattern, drawn from people who have worked with the candidate. Read it with their written reviews, feedback, recommendations, and relationship context—not in isolation. Then compare that outside view with the candidate's résumé and career timeline, relevant life and work experience, the values revealed by their choices, interview stories, and verified outcomes. Consistency across independent evidence is the signal.

A mismatch is a question to resolve. Give the candidate a fair opportunity to explain it, verify the relevant facts, and distinguish an honest correction or change in context from a repeated pattern of saying one thing and doing another.

Never score appearance. Do not infer any dimension from a candidate's face, voice, accent, eye contact, home background, or camera polish.

Review the reusable profile before asking for another performance

What

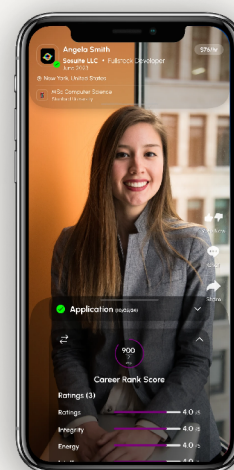
What work, craft, or problem are they unusually good at? What example supports it?

Why

What problem, environment, and team do they want next—and why now?

How

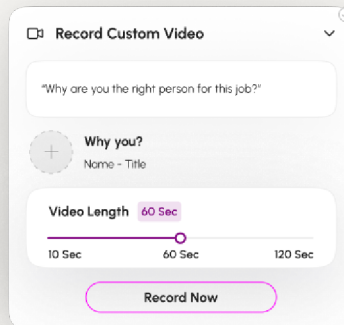
How do they approach unfamiliar work, ambiguity, and realistic scenarios?



REUSABLE CANDIDATE PROFILE ·
HUMAN CONTEXT AND CAREER
EVIDENCE ARRIVE TOGETHER BEFORE
THE FIRST LIVE CALL

Carry forward durable identity, employment, and credential evidence. Revisit only what is missing, stale, role-specific, or contradictory. This is how Sorrr shortens the front of the funnel without pretending the decision is already made.

Ask before you book: job-specific async video questions



CUSTOM VIDEO QUESTION · PROMPT, ANSWER OWNER, AND TIME LIMIT ARE DEFINED INSIDE THE FUNNEL

Sorrr lets a team add up to five short video questions, with answers up to two minutes each. That is the product capacity—not the recommended default. Start with one or two only when hearing the candidate explain their thinking adds useful signal before a call.

Video can carry conviction, nuance, and motivation that a form may flatten. Evaluate the substance of the answer, not camera energy or polish.

MOTIVATION

Why this work?

"Why this company, this problem, and this role now?"

Listen for informed motivation and honest tradeoffs—not performative enthusiasm.

RELEVANT EVIDENCE

What have you already done?

"Tell us about the outcome in your background most relevant to this role. What was personally yours?"

Listen for specificity, ownership, scale, and what can be checked.

JUDGMENT

How would you begin?

Give one short, realistic scenario and ask for the first questions, assumptions, and steps.

Do not turn a two-minute response into unpaid consulting.

SELF-AWARENESS

Where is the stretch?

"Which part of this role will come naturally, and which part will require deliberate learning?"

Look for credible self-appraisal, not rehearsed weakness theater.

Standardize the signal. Use the same prompt, time limit, and rubric for comparable candidates. Explain why video is used, provide captions or transcripts, and offer an accessible equivalent route.

Assume a polished answer may be AI-assisted. Video adds human context, but it does not prove unaided thinking—a candidate can read an AI-generated script. Make the tool rules explicit and ask what assistance they used. When original reasoning matters, follow the answer with a short real-time probe or fair work sample and evaluate whether the candidate can explain, challenge, and adapt the thinking.

04 · INTERVIEW WITH PURPOSE

Run the interview like a professional

First-time interviewers often compensate for uncertainty by talking too much, improvising questions, or adding rounds. A good interview is warm, consistent, and disciplined. It has one job, a prepared question path, and enough silence for the candidate to reveal useful detail.

BEFORE

Prepare

Review the role scorecard, candidate evidence, and exact questions this interview must resolve.

0–5 MIN

Orient

Welcome the candidate, explain the format, and create a respectful, low-theater environment.

5–40 MIN

Listen

Let the candidate do roughly 80% of the talking. Probe for actions, tradeoffs, and outcomes.

40–55 MIN

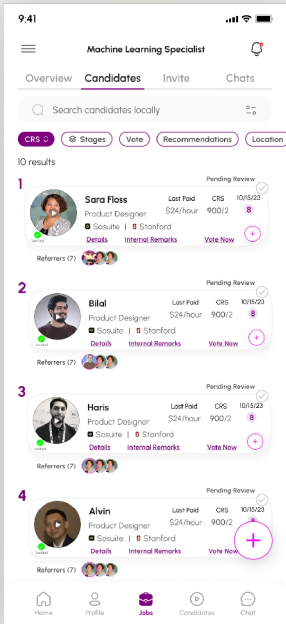
Exchange

Give a realistic role preview and leave real time for the candidate's questions.

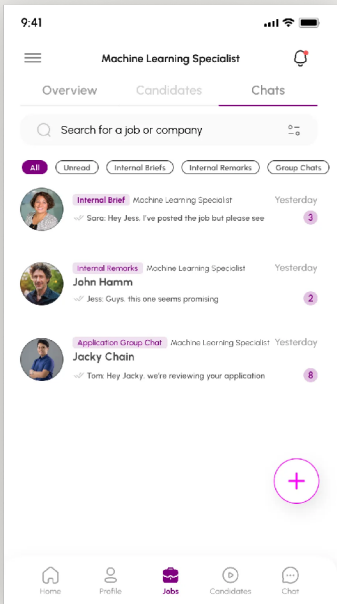
AFTER

Score

Record evidence and a recommendation before seeing anyone else's view.



CANDIDATE PIPELINE · PROFILE, EVIDENCE, STAGE, REMARKS, AND VOTING REMAIN CONNECTED INSTEAD OF DISAPPEARING INTO SEPARATE TOOLS



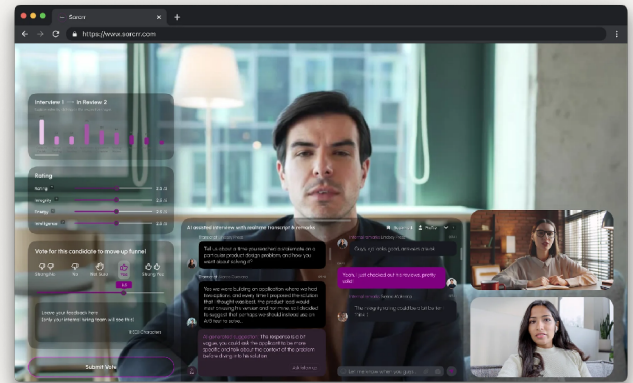
JOB-SCOPED COLLABORATION · THE INTERNAL BRIEF, INTERVIEWER-ONLY REMARKS, AND CANDIDATE COMMUNICATION HAVE DISTINCT AUDIENCES

Authenticity is not a vibe. Look for specificity, consistency, ownership, reflection, and claims that can be checked.

THE INTERVIEWER'S STANDARD

Be personable without coaching the candidate toward the answer. Ask the same core questions across comparable candidates, then use person-specific follow-ups where their history creates a real question.

Where enabled, SAI can prepare a question plan, suggest neutral follow-ups, translate technical language, and surface inconsistencies for human review. It must not diagnose deception, infer honesty from face or voice, or decide who advances.



INTERVIEW SAI · WHERE ENABLED, QUESTION SUGGESTIONS, EVIDENCE GAPS, AND NOTES STAY IN INTERVIEWER-ONLY INTERNAL REMARKS

The screening interview—when Sorrr has not already answered it

In a traditional process, the initial or screening interview is usually the first live judgment point. Sorrr can replace it in most cases: the reusable profile, job-specific async answers, verification, reviews, and CRS may already show enough role relevance, informed motivation, contribution, and practical fit to move directly to the deeper structured interview.

Keep this 15–20 minute live screen available just in case: use it when evidence is incomplete, a constraint needs real-time clarification, the candidate was directly sourced, or a short mutual-fit conversation will prevent wasted time later. The questions below are the fallback guide—not a compulsory round.

TRADITIONAL DEFAULT

Every plausible candidate receives a first screen to repeat résumé basics, explain motivation, and surface constraints.

WITH SORRR

Review reusable human signal first. Skip the call when the basics are already clear; use it only for a real unanswered question.

PURPOSE

Resolve the basics

Role relevance, motivation, contribution, compensation, timing, location, and mutual fit.

OWNER**Use a prepared screener**

The hiring manager or a trained interviewer who understands the actual role and advance bar.

DURATION**15–20 minutes**

Extend only when the reusable profile or prior evidence is materially incomplete.

DECISION**Advance or stop**

Use "Not Sure" only for one named, testable risk—not general discomfort.

MOTIVATION**Why now—and why this?**

"Why are you considering a move now, and why this role specifically?"

Follow with which parts of the actual work interest them most and least.

RELEVANT OUTCOME**What have they already done?**

"Which result in your background is most relevant? What did you personally do?"

Look for enough comparable evidence to continue, not complete mastery.

DIRECTION**What comes next?**

"What do you want to own, learn, or become better at in your next role?"

Test whether the actual work supports the candidate's direction.

SELF-APPRAISAL**Strength and friction**

"What are you unusually good at? What kind of work drains you or is not a strength?"

A credible answer contains evidence and tradeoffs, not a disguised strength.

UNDERSTANDING**Do they understand the problem?**

"In one minute, how do you understand our company, product, and the problem this role owns?"

Do not demand insider knowledge; look for preparation and sound questions.

CONSTRAINTS

Can the opportunity work?

Ask about compensation, availability, location or time zone, working model, and non-negotiables.

Surface mismatches early and discuss them without treating legitimate needs as low commitment.

Do not retest everything. The screening interview is not the place to repeat durable verification, walk every résumé line, conduct a deep values interview, or prove full technical mastery. Score role relevance, motivation, clarity of contribution, and workable constraints—then communicate the decision quickly.

Follow the candidate's career story—not only the highlights

Use a career-history interview when the cost of error is high, the role is senior, prior evidence contains meaningful gaps, or a short work sample cannot answer enough. The goal is a coherent, fact-driven account of education, work, choices, motivations, outcomes, and transitions.

FOR EACH RELEVANT ROLE

What were you hired to do?

What resources, constraints, and expectations did you inherit?

Then ask what changed because of their work and what was personally theirs.

PERFORMANCE

How did the results compare?

Compare with the plan, prior period, peers, or another credible benchmark.

Concrete numbers help, but context matters more than forced precision.

RELATIONSHIPS

Who managed you?

What would that person say were your strengths and where you needed support?

This creates a claim that a later reference can verify.

TRANSITIONS

Why did you move?

What pulled you toward the next role, what pushed you away, and what pattern do you see now?

Career choices should make sense alongside stated goals and motivations.

The seams in a career story are often more revealing than the highlights.

INSPECT GAPS, OVERLAPS, TRANSITIONS, AND CHANGING DATES

Probe the seams without making an accusation

Walk the timeline chronologically and notice what has not yet been explained. Gaps, overlapping roles, omitted jobs, unusually vague transitions, or dates that change between a résumé, profile, and interview can surface the choices and circumstances that shaped the candidate. They can also reveal an attempt to hide something—but they are not proof of concealment on their own.

- "I see a gap between these dates. At the level relevant to your work history, what would you like us to understand about that period?"
- "These roles appear to overlap. Were they concurrent, part-time, advisory, or is one of the dates incorrect?"
- "This date differs from the version on your profile. Walk me through the sequence and tell me which date is right."
- "What led to this transition, and how did it shape what you chose next?"
- "Which relevant parts of this timeline could a former manager, colleague, client, or record verify?"

A discrepancy may be concealment—but it is not a verdict. Ask a neutral follow-up, record the explanation, and verify material job-related facts consistently. Do not treat time outside paid work as evidence of low integrity or commitment.

Keep the inquiry job-related and follow local law. Do not press candidates to disclose medical conditions, disability, pregnancy, childcare or family status, religion, or other protected personal details. A candidate can explain a period at the level relevant to their work history without surrendering private information.

Self-appraisal

- What are you unusually good at professionally? Give evidence.
- What development area have you materially improved? What are you still working on?
- What is the hardest useful feedback you have received? What changed afterward?
- What do you want from the next role—and what do you no longer want?

AI-assisted fact checking means better questions, not machine truth. SAI can compare authorized profile, résumé, interview, and role evidence; identify gaps or contradictions; and suggest a neutral follow-up. A human must verify the underlying fact and interpret the context.

Go deeper only for a distinct question

AI changes what counts as signal. Almost any candidate can use AI to produce a fluent answer, attractive case study, or plausible code sample. The artifact still matters, but the stronger signal is the process behind it: how the candidate frames the problem, directs the tool, checks its work, makes tradeoffs, and responds when the first answer is wrong.

Behavioral interview · how have they acted under real conditions?

- Tell me about the most important comparable result you created. What was yours versus the team's?
- Tell me about a meaningful failure. Who was affected, what did you own, and what changed?

- Describe a difficult working relationship. What would the other person say?
- When did you create clarity with incomplete information?
- When did you need cooperation from people you could not direct?
- What is the hardest useful feedback you received, and how did your behavior change?

Probe until the evidence is concrete: what happened, what they did, what alternatives existed, what the result was, and what they learned.

Functional interview or work sample · can they do the work?

Mirror the role rather than testing trivia: debug a realistic issue, run a discovery call, diagnose a funnel, prioritize a messy operations queue, critique a product artifact, or work through a strategic scenario.

- Use the same prompt, inputs, time window, and rubric for comparable candidates.
- State which AI and other tools are allowed, expected, or must be disclosed.
- Score the output and the process: framing, questions, verification, tradeoffs, error detection, and communication.
- Ask the candidate to defend, revise, or debug part of the work live.

Test agentic work—not tool avoidance

For software and other AI-enabled roles, let candidates work with the tools they would realistically use: Codex, Claude Code, Cursor, or whatever capable agents are current when you hire. Proficiency is not measured by whether they know one brand. Look for transferable judgment:

- Do they clarify the objective and constraints before asking an agent to act?
- Can they decompose the work and decide what to delegate, what to inspect, and what to keep human-owned?
- Do they give the agent useful context, boundaries, and acceptance criteria?
- Do they inspect source and diffs, run relevant tests, verify claims, and notice hallucinations, security issues, or missing cases?
- Can they recover when the agent chooses the wrong path or produces a confident but incorrect answer?
- Can they explain what changed, why it is correct, what remains uncertain, and what they would do next?

Pair the tool-supported task with a short real-time walkthrough. Change one constraint, ask the candidate to critique the agent's output, or have them debug a failure. The goal is to understand their thought process and ownership—not to reward memorized prompts or require performative coding without the tools the job actually uses.

Values show up when something costs something

A values interview should not reward personality sameness or the person who best repeats your website. It should reveal how the candidate has acted when legitimate responsibilities collide, bad news is unwelcome, or doing the right thing carries a cost.

Before interviewing, choose the three to five values most relevant to the company and role. Translate each one into observable behavior, a failure mode, and evidence that would support a rating. Ask candidates about their own values before fully explaining yours; otherwise you may mainly measure their ability to mirror you.

Integrity under cost

Surfaces bad news, protects trust, and accepts a real tradeoff.

"Tell me about doing the right thing when it cost you status, money, time, or convenience."

Truth upward

Can respectfully challenge power, customers, or the prevailing view.

"When did you tell a manager or customer something they did not want to hear?"

Ownership

Names their contribution accurately, shares credit, and owns failure.

"Tell me about a mistake you could have hidden. What did you do?"

Respect under friction

Maintains standards without contempt, avoidance, or manipulation.

"What working relationship has been hardest for you, and how did you keep it productive?"

COMPETING VALUES

When two good principles collide

"Tell me about a decision where speed and quality, loyalty and truth, or empathy and accountability pulled in different directions."

RULES + JUDGMENT

When the rule was wrong or incomplete

"Tell me about a rule you challenged or broke. Why, who was affected, and what safeguards did you use?"

VALUES DEVELOPMENT

How their worldview formed

"Who or what shaped your values most? Which value has changed as you gained experience?"

MISSION + REALISM

What they believe—and question

"What connects you to this work? What about our mission, model, or way of working concerns you?"

Probe beneath the first story

- What was actually at stake? What alternatives did you consider?
- What did you personally do? Who benefited, and who carried the cost?
- What would the other person say happened?
- What changed in your behavior afterward?



- What part of this account could a reference or work artifact verify?

No interview reveals someone's "true values" with certainty. Look for specific behavioral evidence and consistency across their career story, work, communication, and references. A contradiction is a question to verify—not permission to diagnose character.

Interest in compensation, benefits, flexibility, or advancement is not a values failure. Evaluate how candidates make commitments and tradeoffs—not whether they ask legitimate questions about an offer.

05 · DECIDE FROM EVIDENCE

Use work to answer what talk cannot

Work proof is optional. Use it when observing realistic work will answer a material question more fairly than another interview. Skip it when structured interviews, prior work, references, or a live simulation already provide sufficient evidence.

FORMAT	TYPICAL SCOPE	USE IT TO LEARN
Live work sample	30–90 minutes	One narrow skill, judgment call, or collaborative working pattern.
Paid project or trial	1–5 days	Output, learning, communication, reliability, and responsible tool use in realistic conditions.
Lawful probation	Defined employment period	Mutual fit after hire, with clear terms, outcomes, feedback, and local legal review.

Observe the work behind the output. In an AI-enabled role, a finished artifact alone may reveal little about how it was produced. Let candidates use realistic, disclosed tools, then ask for a live walkthrough, a revision under a new constraint, or a demonstration of how they verified the result. A paid trial can provide strong signal when the remaining risk truly warrants it—but it remains optional.

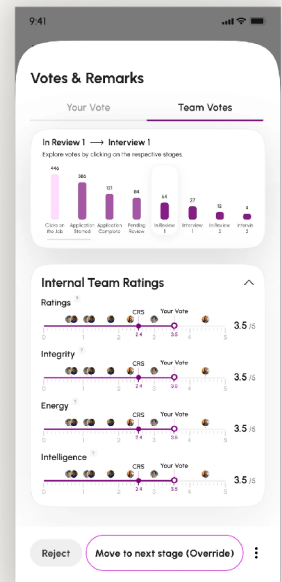
A fair brief states the objective, context, deliverable, time cap, pay, status, access, confidentiality, AI rules, question channel, rubric, decision date, and how the candidate can evaluate the company. Never turn a "trial" into unpaid productive work or a loophole around worker protections.

Vote, write the evidence, then talk

The order protects judgment: review → rate → write evidence → lock → reveal the team view → let SAI organize → debrief → hiring manager decides.

1. Integrity: is there a credible concern that must be resolved?
2. Role outcomes: can this person create the required results in these conditions?
3. Functional evidence: what did prior work, the interview, or an optional work sample demonstrate?
4. Remaining risk: is one material question still unanswered?
5. Decision: hire, reject, or define exactly one next step with an owner and deadline.

Do not add an interview merely because the group feels uncomfortable deciding. Listen carefully to evidence-based dissent, then let the named hiring owner make the call.



INDEPENDENT TEAM VOTES · REVIEWERS COMMIT THEIR EVIDENCE BEFORE THE GROUP VIEW AND AI CONSOLIDATION OPEN

Close the person—not merely the process

References should verify the risks and claims the process already surfaced. Ask what the person owned, where they were strongest, where they needed support, how they handled mistakes or conflict, and whether the reference would enthusiastically work with them again.

The founder or hiring manager should explain why the company, why the role, and why this person. Present the strongest credible package, clarify the first 90-day outcomes, and make the next communication date explicit. Keep strong finalists informed until written acceptance rather than leaving them in silence.

06 · OPERATE AND IMPROVE

Speed is dignity

MOMENT	OPERATING TARGET
Acknowledge a referral or application	Immediately
Review profile, verification, reviews, and CRS	Within 24 hours
Complete the scorecard after a live step	Same day
Send the next step or rejection	Within 24 hours of the decision
Show candidates the process and time commitment	Before they enter it
Communicate a delay	Before the candidate has to ask

Use AI and video without outsourcing responsibility

Every score, ranking, video review, generated test, and AI-assisted recommendation used in hiring is part of the selection process. The employer remains responsible for job relevance, accessibility, fairness, and the final decision.

AI MAY ASSIST

Draft role and funnel artifacts, retrieve authorized evidence, suggest questions, summarize interviews, flag gaps, create structured test variants, and consolidate locked feedback for review.

AI MUST NOT DECIDE

Infer honesty or intelligence from face or voice, score protected traits, fabricate evidence, conceal material use, deny an accommodation, or auto-reject without job-related criteria and human review.

Give required notice for recording, transcription, or material automated assistance. Provide accessible formats, reasonable accommodations, and an equivalent non-video route. Employment and AI rules vary by jurisdiction; obtain current local advice before deployment.

Diagnose the failing stage instead of adding process

- Few qualified referrals → the brief, bounty, audience, or ask may be weak.
- Strong applications, weak screens → prompts or minimum criteria may not discriminate meaningfully.
- Slow triage → profiles are incomplete or the team is rechecking durable evidence.
- Strong interviews, weak work samples → interviewers may be rewarding polish over performance.
- Great finalists, low acceptance → investigate speed, compensation, clarity, or the founder close.
- Frequent vote disagreement → reviewers may be using different bars or seeing different evidence.

The improvement loop. Define better → source through trust → see human signal → inspect evidence → test only what remains → measure the hire → improve the next funnel.

07 · MAKE THE TEAM BETTER

Hire the person who makes the team better

The goal is not to hire the “best” person in the abstract. It is to hire the best person to make this team better.

THE FINAL HIRING QUESTION

A candidate can be exceptional and still be the wrong addition for this moment. Start with what the team needs now: a missing capability, a stronger operating habit, a different but job-relevant perspective, greater trust across a boundary, or someone who makes the people around them more effective. Evaluate the contribution they can make to the whole—not only their individual output.

Add

What important capability, experience, or perspective would this person add rather than duplicate?

"What becomes possible for the team if we hire them?"

Amplify

Whose work becomes better, faster, clearer, or more ambitious because this person is present?

"How have they made teammates more effective before?"

Challenge

Can they surface uncomfortable truths, disagree constructively, and improve the team's decisions?

"Where might they productively change how we think or work?"

Grow

Can the team support their direction while they raise its standards, capability, and resilience?

"Will the person and the team be better a year from now?"

This is team contribution—not vague "culture fit." Do not select for familiarity, social comfort, personality sameness, or who feels most like the existing team. Define the missing contribution before interviews and judge observable, job-related evidence consistently.

CONCLUSION

Build the team that can build what comes next.

Hiring at the frontier will always contain uncertainty. The answer is not more ritual. It is a clearer brief, a more human view of the candidate, and a disciplined record of what the evidence does—and does not—show.

01 Define

Name the problem, outcomes, evidence, compensation, and decision owner before you source.

02 Invite

Let candidates meet the role, manager, and team through honest video and context.

03 Source

Activate trusted people with a clear brief, tracked sharing, and meaningful incentives.

04 Understand

Review the profile, async answers, CRS, verification, reviews, and recommendations before booking another performance.

05 Verify

Use screens, structured interviews, values questions, work proof, and references only to resolve what remains.

06 Decide

Write the evidence, vote independently, choose the person who makes the team better, and close with clarity.

The frontier will be built by people. Hire them with the care the work deserves.

Sorrr brings the story, trusted network, evidence, interviews, and decision into one connected process—so you can replace empty stages with better signal and make a decision your team can explain.

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