



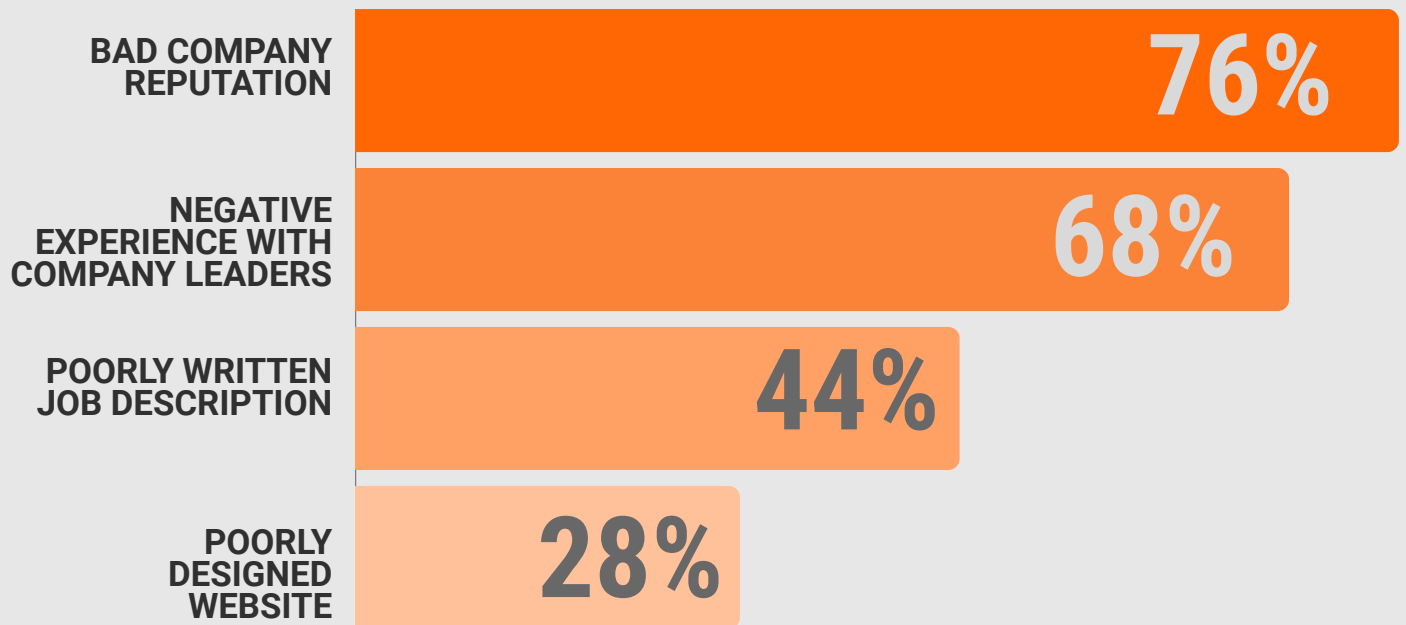
JORDAN AND ASSOCIATES
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WHO'S *HIRING* WHO?

***Insights from
healthcare
candidates & hiring
managers***

This report analyzes behavioral health candidate survey data to reveal what truly drives application, interview, and offer decisions. The findings show that reputation, leadership credibility, compensation transparency, and hiring efficiency directly determine whether organizations attract top talent or lose it.

CANDIDATES **Screen Employers** **Before They Even** **Apply**



Candidates are screening employers aggressively before applying. In behavioral health, where trust, ethics, and leadership credibility are essential, candidates assume that:

- Poor communication externally = poor leadership internally
- Ambiguity in roles signals instability or disorganization
- Reputation issues are not worth the risk, even if the role is attractive





INTERVIEW EXPERIENCES That Disqualify an Opportunity

Most common interview disqualifiers were speaking negatively about current or former staff and perceived misalignment in ethics and values.

Speaking negatively about staff appeared more frequently than interviewer lateness, signaling how seriously candidates view professionalism and culture.

76%

of respondents considered a bad company reputation as an automatic disqualifier

68% considered the negative experience with company leaders

44% considered limited details or poorly written job description

28% noted poorly written or designed website

■ What This Means

Candidates are evaluating how they will be treated, not just whether they'll get hired.





FACTORS THAT IMPACT Interest in Joining an Organization

	Very Much	Some	Little	None
Bed Count	8%	32%	32%	28%
# of Locations & Employees	12%	52%	16%	20%
Type of Ownership (Private Individuals, Private Equity, Non-Profit, Group Holding)	32%	40%	12%	16%
Compensation Package	84%	16%	0%	0%
Company Reputation	88%	8%	4%	0%
Reputation of Company Leaders	84%	16%	0%	0%

Highest-Impact Factors

*Compensation package
Company reputation
Reputation of company leaders*

Moderate-to-Lower Impact Factors

*Bed count
Number of locations/employees
Ownership structure*

What This Means

Candidates care far more about who leads the organization, how the organization is perceived and whether compensation aligns with expectations. Leadership credibility and compensation outweigh organizational scale.



ACCEPTABLE NUMBER of Interviews Before a Written Offer

74% of candidates agreed 3-4 interviews are acceptable before a written offer is extended, especially when the opportunity is for a more **senior or specialized roles**.

No more than 1-2 interviews were reported to be necessary.

36% of respondents reported any more than **4+ interviews** makes the opportunity **no longer worth pursuing**.



■ What This Means

Candidates are not anti-process but they want clear expectations, a defined path, and respect for their time. Transparency about the process matters as much as the process itself.

Long interview processes actively push strong candidates away. Excessive interviews are associated with lack of trust, inability to make decisions and overly political or rigid environments





ACCEPTABLE TIME Between First Interview and Written Offer

64% of respondents reported an acceptable timeframe between starting the interview process and receiving an offer is **2-4 weeks**.

8% 2 weeks or less

24% 1-2 months

4% 3+ months

Key comments from respondents

Speed signals **urgency and organizational effectiveness**

Communication matters more than absolute timing

Delays **without clarity** cause candidates to **move on**

■ What This Means

Hiring speed is now part of the employer brand. Candidates interpret speed as an indicator for competence and desire.



AUTOMATIC DISQUALIFIERS When Reviewing a Candidate Resume



The strongest and most consistent resume-level disqualifier across responses was **poorly written resumes**.

However, several hiring managers explicitly stated they have **taken risks on resumes** that were not well written and still found strong candidates. Mostly reported for sales or business development roles.

For **leadership roles**, poorly written resumes were generally interpreted as a **lack of attention to detail** or **seriousness**.



■ What This Means

Hiring managers use resumes as a signal of professionalism and preparedness, not just qualifications. While some flexibility exists, especially by role type, a poor resume creates friction early in the process and increases skepticism.



INTERVIEW BEHAVIORS That Disqualify Candidates

64% VAGUE OR GENERAL RESPONSES AND FAILURE TO ANSWER QUESTIONS SPECIFICALLY

60% USING NEGATIVE LANGUAGE REGARDING PAST STAFF OR EMPLOYER

60% SHOWING UP LATE TO INTERVIEWS

48% FAILURE TO PRESENT PROFESSIONALLY (IN DRESS, VOCABULARY, ETC.)

40% UNPREPARED OR LACK OF RESEARCH ON COMPANY

Negative language was a consistently selected disqualifiers.

This mirrors concerns expressed by candidates.

■ What This Means

Hiring managers view interview behavior as a direct predictor of leadership behavior. Candidates are being evaluated less on polish and more on judgment, accountability, and preparation.

There is very little tolerance for behavior that suggests blame-shifting, poor emotional intelligence, or lack of respect for the process.



FACTORS THAT IMPACT Hiring Manager Interest in a Candidate



■ What This Means

Hiring managers prioritize role readiness and realism. Candidates who demonstrate they have already operated at a similar level and whose compensation expectations align with the role are far more likely to advance.

Tenure and reputation matter, but primarily as indicators of stability and credibility rather than prestige alone.



Number of Interviews Completed Before Extending an Offer

Many hiring managers noted that ideally, they should be able to make a confident decision within two interviews, but reality often pushes the process to three or four depending on seniority.

- **40% reported** 1-2 interviews for leadership roles
- **60% reported** 3-4 interviews as the most typical & preferred range

What This Means

Hiring managers recognize the value of efficiency but still prioritize confidence in the hire.

There is an awareness that too many interviews reduce candidate engagement, but not enough interviews increase risk.

Timeframe From Interview Start to Offer Extension

The most common timeframe reported was **2-4 weeks**, with **56%** of hiring managers indicating this as their typical hiring timeline.

- **28%** report extending an offer between **1-2 months**
- **16%** report less than **2 weeks**

What This Means

Hiring managers are generally aligned with candidate expectations around timing, even if execution does not always match intent.

Delays are often attributed to role complexity, candidate availability, or internal decision-making rather than lack of urgency.





CANDIDATES for Leadership Roles

Number of Candidates Interviewed for a Leadership Role

Hiring managers are trying to balance thoroughness with decisiveness.

Most do not want to take many candidates through a full interview process, but they want enough comparison early to feel confident they are selecting the best option.

76% of hiring managers interview 3-5 candidates for the same leadership role

16% interview 6-10 candidates

4% either interview 1-2 or 11-20 candidates before making a decision

Most Effective Methods for Sourcing Leadership Candidates

Hiring managers value expertise and network access when hiring for leadership roles.

External recruiters are seen as especially valuable when speed, confidentiality, or industry knowledge is required.

48% use third-party recruiting agencies

32% rely on staff or industry referrals

12% utilize LinkedIn

8% utilize job posting boards





LIKELIHOOD OF HIRING Candidates from Smaller Roles or Teams

Most hiring managers reported being somewhat likely or likely to hire candidates stepping up from smaller teams or lesser titles.

A minority expressed hesitancy, particularly for highly complex or senior roles.

VERY LIKELY: 12%

LIKELY: 12%

SOMEWHAT LIKELY: 48%

SOMEWHAT UNLIKELY: 24%

UNLIKELY: 4%

VERY UNLIKELY: 0%

Comments frequently emphasized

- ✓ Hunger and motivation
- ✓ Coach-player experience
- ✓ Talent ceiling over current title

What This Means

There is openness to upward mobility, especially when candidates demonstrate readiness and growth potential. Title alone is not a barrier, but hiring managers still expect evidence that the candidate can scale.





USE OF Backup Candidates

Hiring Managers Assume Uncertainty Until Day One

Most hiring managers reported always or usually keeping a **backup candidate** ready as the **standard**. Comments indicated a realistic understanding that offers can fall through and that candidates are often interviewing elsewhere.

Always	24%
Usually	44%
Rarely	32%
Never	0%

■ What This Means

Hiring managers assume uncertainty until a candidate actually starts.

Maintaining backup options is viewed as a practical necessity rather than pessimism.





HIRING CANDIDATES Despite Fit Concerns Due to Constraints

52%

of respondents said they have **moved forward** with a leadership hire **despite concerns** about fit due to constraints such as budget, start-date requirements, or a prolonged search process.

48%

reported they have not made a hire under these circumstances.

However, many added strong caveats on comprising:

- This is not preferred
- It often leads to mixed or negative outcomes
- Leadership roles are particularly risky to compromise on

Several explicitly stated that waiting or developing internal talent can be a better long-term strategy.

■ What This Means

Hiring managers are operating under real operational pressure. While compromise happens, there is broad recognition that suboptimal leadership hires carry long-term cost.





CANDIDATE VS. HIRING MANAGER

Key Gaps and Alignments

Alignment

- Both value professionalism, ethics, and preparation.
- Interview behavior and communication are seen as indicators of future performance.
- Agree that leadership hiring is high-stakes, with 2-4 weeks and 3-4 interviews as reasonable.

Gaps

- Candidates focus on trust, growth, and culture; employers focus on readiness, risk, and execution.
- Employers may underestimate how quickly candidates disengage.
- Candidates may underestimate the complexity of leadership hiring decisions.

Key Takeaways

- The disconnect is largely communication, not values.
- Transparency and clarity improve engagement and hiring outcomes.

What Employers Should Understand

- Candidates screen employers early; reputation, leadership perception, and hiring speed matter.
- Disorganization or delays are often interpreted as cultural or leadership red flags.
- Clear communication and growth opportunities are key to keeping candidates engaged

What Candidates Should Understand

- Employers are cautious due to operational risk, especially for leadership roles.
- Delays often reflect internal approvals or alignment, not lack of interest.
- Employers compare multiple finalists and work under real business constraints.