ASSESSING TALENT
Red Flags & Risk Indicators Guide

Purpose of This Guide
This guide supports employers and hiring panels in identifying early warning signals of misalignment during assessment. It is designed to complement structured interviews, scorecards, and competency frameworks.

This is not about disqualifying candidates quickly, but about identifying risk, probing deeper, and making informed decisions.

Key Risk Signal 1: Inconsistencies Across Stories

What This Looks Like
- The candidate describes the same role or project differently at different points in the interview.
- Outcomes, responsibilities, or scale change when probed.
- Examples lack a consistent timeline or ownership.
- Achievements appear inflated or unclear when follow-up questions are asked.

Why This Matters
Inconsistencies can indicate:
- Over-embellishment or exaggeration
- Poor self-awareness
- Limited depth of experience
- Rehearsed answers rather than genuine reflection

This does not automatically mean dishonesty, but it does increase risk.

How to Test This Signal
- Ask the candidate to retell the example from a different angle.
- Drill into specifics: scope, stakeholders, metrics, and constraints.
- Compare stories across different competency questions.
- Ask what they would do differently next time.

Low-Risk Indicators
- Minor differences in emphasis, but core facts remain consistent.

- Clear ownership and accountability.
- Willingness to acknowledge mistakes or learning.

High-Risk Indicators
- Core facts change under questioning.
- Responsibility shifts to others when challenged.
- Outcomes become vague or unverifiable.
- Defensive or evasive responses.

Key Risk Signal 2: Gaps Between Capability and Role Scope

What This Looks Like
- The candidate demonstrates competence at a smaller scale than the role requires.
- Strong operational detail but limited strategic thinking for senior roles.
- Talks about influencing but examples show execution only.
- Describes leadership in title, but examples suggest individual contribution.

Why This Matters
A mismatch between demonstrated capability and role scope is one of the most common causes of failed hires, particularly at leadership level.

Past success does not always translate to a larger or more complex environment.

How to Test This Signal
- Ask for examples at increasing levels of scale and complexity.
- Explore decision-making authority: what they owned versus contributed to.
- Probe for system-level thinking, not just task delivery.
- Ask how they adapted as scope increased in previous roles.

Low-Risk Indicators
- Clear evidence of progression in scope and complexity.
- Awareness of limits and learning curve.
- Examples that match the size and impact of the role.

High-Risk Indicators
- Reliance on job title rather than evidence.
- Overconfidence without supporting detail.
- Difficulty articulating strategic impact.
- Avoidance of questions about scale, risk, or accountability.

Using This Guide Effectively

- Use alongside structured interview questions and scorecards.
- Treat red flags as prompts for deeper exploration, not automatic rejection.
- Look for patterns across multiple signals rather than single data points.
- Discuss risk openly as a panel before final decisions.

Myndore Insight

The most expensive hiring mistakes rarely come from lack of technical skill alone. They come from misalignment between capability, scope, and context.

Structured assessment reduces risk. Informed judgement makes the difference.