

## THE INSIDE SCOOP

### Why You Don't Get Any Real Feedback

There are many reasons why employers don't freely give candidates accurate feedback, including:

- The individual delivering the feedback doesn't want to release confidential information received from the interviewers.
- Nobody wants to hurt a candidate's feelings.
- Some interviewers hold the view that providing feedback is futile, since they think that people can't change.
- It's difficult for a candidate to dispute feedback that involves job-specific, technical weaknesses, so this kind of feedback is the "safest" way to "turn off" a candidate.

### The Problem with the Feedback You Usually Get

You may have received some vague feedback from recruiters, hiring authorities and Human Resources after unsuccessful interviews. Perhaps you heard that another candidate had more relevant industry-sector experience or more job-specific skills, or that you were over-experienced or under-experienced for the position. However, you already know that the employer chose to interview you because your job-specific skills and experience were appropriate. If that weren't the case, you wouldn't have been selected. It may be that the discussion of your skills and experience seemed to go exceptionally well in the interview, making the feedback seem especially puzzling.

There's a possibility that the feedback you received was partly valid, but in the vast majority of cases the real reason you weren't successful was that *someone else was more effective at demonstrating fit*. In other words, the interviewers liked another candidate's personality better and could more easily visualize that person in the role and as a colleague in the organization.

Most likely, you've bought into the limited feedback you've received. If you heard that the reason you didn't move forward was a lack of depth or breadth in your technical skills, you probably accepted this feedback and resolved to address the deficiency. It's much more difficult to accept that the real reason may have been the way your personality came across.