



Triangulated Interview Process Module: Interview Excellence Partnership (IEP)

FLIP26 Commitment: Fairness, Love, Integrity, Partnership

Applies to: Store Manager (SM), General Manager (GM), and above

Owner: HR (IEP Governance)

Purpose

The Triangulated Interview Process ensures balanced judgment, reduces individual bias, and improves decision quality for senior leadership roles by requiring multiple WhiteWater perspectives before a final hiring decision is made.

This module operationalizes the triangulated interview requirement defined in the IEP SOP.

When a Triangulated Interview Is Required

- Final interview stage for SM, GM, and above
- Applies to internal and external candidates
- Applies regardless of interviewer certification status

Required Participants

- Minimum of two WhiteWater interviewers
- May include:
 - A peer leader
 - A leader from another site or region
 - A functional leader (e.g., HR, Ops)
- Interviewers do not need to be site-specific
- Interviews may be conducted in person or virtually

HR may recommend participants to ensure balance and objectivity.

Interview Structure

- Each interviewer uses the standard role-specific interview guide
- Interviewers may divide questioning or alternate sections
- All interviewers complete scorecards independently

No interviewer should override another during the interview.

Post-Interview Alignment (Required)

- Interviewers must meet briefly after the interview (10–15 minutes)
- The purpose is alignment, not debate
- A joint hiring decision is required prior to offer approval

What to Do If Alignment Cannot Be Reached

Disagreement during triangulated interviews is expected and healthy. A lack of alignment, however, must be resolved before an offer is extended.

If alignment cannot be reached:

- HR pauses the process
- Additional interviews or escalation may be required





Re-anchor to Role Requirements

If interviewers are not aligned, pause the decision and return to objective criteria.

Ask:

- Which role requirements are we interpreting differently?
- What evidence supports or challenges readiness for this role today?

Opinions without observed examples should not drive the decision.

Identify the Nature of the Disagreement

Clarify whether the disagreement is about:

- Capability (skills, experience, readiness)
- Reliability (patterns, consistency, follow-through)
- Leadership behavior (decision-making, accountability, communication)
- Role fit today vs. potential later

Misalignment on *potential* versus *readiness* is common and should be named directly.

Determine the Appropriate Outcome

Based on the discussion, select one of the following paths:

Move Forward

- Alignment is reached
- Concerns are addressed and documented

Pause for Additional Data

- A specific gap requires validation
- Actions may include:
 - An additional focused interview
 - Reference checks
 - Clarifying role expectations with HR/ Department Head

Do Not Proceed

- Misalignment remains on critical role requirements
- Risk outweighs readiness

A “pause” must be intentional and time-bound.

Escalate if Alignment Cannot Be Reached

If interviewers remain unable to align:

- Pause the hiring process
- Escalate to HR or Department Head for review and guidance
- HR/ Department Head may:
 - Recommend additional assessment
 - Facilitate alignment discussion
 - Advise against proceeding

No offer may be extended until alignment is achieved.

Document the Decision

Regardless of outcome:

- Document the decision and rationale
- Capture any dissenting viewpoints
- Ensure documentation is stored in JazzHR





Documentation protects decision integrity and prevents re-litigation later.

Guardrails

- Disagreement should not be resolved by seniority alone
- Silence does not equal alignment
- Speed should never override sound judgment
- Offers may not be extended without documented alignment

When alignment can't be reached, the right decision is to pause, not push.

Documentation

- Completed scorecards are required
- Final decision must be documented in JazzHR
- Offers may not be extended without confirmation that triangulation occurred and alignment was reached

Guardrails

- Triangulated interviews are not optional
- This is not an "extra" interview; it replaces a single-interviewer final interview
- Individual interviewers may not override the joint decision

Success Criteria

A triangulated interview is successful when:

- Multiple perspectives are considered
- Decision rationale is clear and documented
- Interviewers are aligned and confident in the outcome

