

Managing Internal Candidates

When conducting a search for a new role within an organization, it is important to consider the nuances involved with internal candidates. Internal candidates already have knowledge of the organization's culture and processes and can hit the ground running in the new role.

However, managing internal candidates in the search process can be complex and requires a thoughtful approach that manages bias.

1 in 3 searches for senior roles include internal candidates

*Based on data from The Bridgespan Group

Common Pitfalls

- Lack of clear communication and expectations for the role can lead to confusion and dissatisfaction among internal candidates.
- Assumptions about an internal candidates' qualifications and skillset through the lens of their current role can lead to a lack of objective evaluations and an inequitable evaluation process.
- Internal candidates may feel slighted or overlooked if they are not provided with equal opportunities for interviews and networking.
- If an internal candidate is not selected for the role, it can lead to negative effects on morale and company culture.
- If proper communication and support is not provided to internal candidates who were not selected, it can lead to dissatisfaction and potential loss of valuable employees.

Best Practices

- Keep the search process as unchanged as possible when compared to managing external candidates to ensure that the process is unbiased and equitable for all parties involved.
- Clearly outline expectations, provide regular updates and feedback, and present opportunities for internal candidates to interview and network with key decision-makers.
- Offer the same level of support to internal and external hires, including, but not limited to, time off between roles to facilitate transitions and introductory conversations with existing team members.
- If an internal candidate is not selected for the role, provide opportunities for professional development and equip them with the resources to work toward their professional goals.