



# Work Sample + Scorecard Template

**Design for Capability. Not Perfection.**

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Hiring based on potential requires one thing above all:

**A way to make capability visible.**

That is what a work sample does.

It replaces assumptions with evidence.

It allows candidates to demonstrate how they think, not just where they worked and it creates one of the fairest selection mechanisms available.

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## Part 1 – The Work Sample

A work sample is a **realistic, time-bound task** that reflects the actual role.

It should not test perfection.

It should reveal thinking.

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## How to Design It

**Time:**

60–90 minutes (maximum)

**Format:**

Simple brief + clear output expectation

**Goal:**

Simulate a real situation the candidate would face in the role

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**Example (Marketing Role)****Task:**

“You are launching a new product for a B2B audience.  
Outline a simple campaign strategy.”

**Expected Output:**

- target audience definition
  - key message
  - 2–3 channel suggestions
  - success metrics
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**What You Are Observing**

Not:

- perfect answers
- polished slides

But:

- clarity of thinking
  - structure
  - prioritization
  - communication
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**Fairness Guidelines**

To keep the process inclusive:

- Give **the same brief to all candidates**
  - Do not require advanced tools or paid software
  - Clearly state expectations and time limit
  - Avoid “trick” questions
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## Part 2 – The Scorecard

Without a scorecard, bias returns.

A scorecard ensures that candidates are evaluated based on **the same criteria**.

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### Step 1 – Define Core Capabilities

Select **4–6 capabilities** that truly matter for the role.

Example:

- Problem Solving
  - Communication
  - Execution
  - Learning Agility
  - Stakeholder Thinking
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### Step 2 – Add Behavioral Anchors

Define what “good” looks like.

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### Scorecard Template

Capability	1 (Low)	3 (Medium)	5 (High)	Score
Problem Solving	Unclear / unstructured	Some structure, partial clarity	Clear, structured, logical approach	

Communication	Difficult to follow	Understandable, some gaps	Clear, concise, compelling
Execution Thinking	Ideas without action	Some practical steps	Actionable, realistic execution
Learning Agility	Rigid thinking	Some adaptability	Open, flexible, learns quickly
Stakeholder Thinking	Ignores context	Partial awareness	Strong awareness of impact & audience

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### Step 3 – Scoring Rule

- Each capability: score 1–5
  - Total score: sum of all categories
  - Use score as **guidance—not the only decision factor**
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## Part 3 – Interview Integration

The work sample should not stand alone.

It becomes part of a **structured interview**.

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### Follow-Up Questions

Ask:

- “Walk me through your thinking”
  - “What would you do differently with more time?”
  - “Where did you make trade-offs?”
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### Why This Matters

This is where you see:

- reflection

- self-awareness
  - decision-making
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## Part 4 – What This Changes

When you introduce work samples:

You stop hiring:

- based on confidence alone
- based on perfect CVs
- based on familiarity

You start hiring:

- based on thinking
  - based on potential
  - based on real capability
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## Real Impact

In multiple cases, candidates with:

- career gaps
- non-linear paths
- no “perfect background”

Outperformed traditional profiles in work samples.

Not because they were given a chance.

Because the system finally allowed them to be seen.

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## One Principle to Remember

A CV shows the past.

A work sample shows the present.

And hiring should always be about:

👉 **What someone can do now.**

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## **Next Step**

Once capability is visible, the question becomes:

**How do you turn that potential into performance inside the company?**

That is where structured returnships come in.