

CANDIDATE	Jordan Park
CURRENT	Director of Beverage Programs · Pacific Wine Company
LOCATION	Portland, OR
HIRING FOR	Head of Operations · Sutter & Vine
INTERVIEWED	2026-05-10

COMPOSITE
SCORE**3.7 / 5.0**

RECOMMENDATION

**Hold —
re-interview**

Stage 1 — Pass/Fail Gates

Gate	Result	Note
5+ years ops leadership track record	UNTESTED	Wholesale beverage programs ≠ fulfillment ops. Re-interview on direct ops scope.
Operational metric ownership (fulfillment KPIs)	UNTESTED	Named wholesale metrics; couldn't name a fulfillment metric when probed.
Portland-area presence	CLEARED	NE Portland, confirmed.

Stage 2 — Persona Match

Primary: Domain Insider, Operational Novice

Stage 3 — Weighted Scoring

#	Dimension	Weight	Score	Rationale
1	Operational Specificity	25%	2.7	On the missed-target probe, produced a Q4 case-volume miss but no specific numbers; fix described as 'better relationships,' not a process change. Defaulted to producer-relationship language three times when probed on ops specifics.
2	Operational Judgment	20%	3.4	On the 7% returns scenario, went immediately to curation/audit; didn't consider packaging, fulfillment errors, or expectation-setting until prompted. Recovered quickly after redirection — her unprompted instinct is curation, not operations.
3	Cultural Resonance	15%	4.6	Named 'say the hard thing' as her own with a \$40K-cost story (fired a wholesale account selling above MAP — cried telling it). The values land as hers. Two of four values weren't surfaced unprompted.

#	Dimension	Weight	Score	Rationale
4	People Leadership	15%	3.8	Managed 3 reps, promoted one, let one go at 14 months with the learned-lesson that she should have set the bar at month 3. Hasn't built a team from scratch or managed fulfillment-side people.
5	Founder Partnership	15%	4.1	Real non-negotiable with a past example — left her last role because the CEO promised strategic input and kept her tactical. Forward-looking pushback example was about producers (domain), not ops.
6	Domain Awareness	10%	4.7	Director of Beverage at a regional distributor. Walked through two of our producers' histories unprompted. Knows three-tier, MAP, allocation politics. Less deep on DTC operational quirks (state-shipping, age verification, churn dynamics).

Stress-Test — Counter-Cases

The strongest argument against each score. If a counter-case feels stronger than the score, the score is wrong.

Operational Specificity: May have fulfillment numbers from her last role that the questions didn't target — re-interview could surface them.

Operational Judgment: Reasoning capacity under prompting is real; the unfamiliar-domain blindspot may close with operational context built in.

Cultural Resonance: Per Observation 2 the trap is exactly this — high cultural resonance with high aesthetic agreement. Rubric is working by not letting this score lift the composite.

People Leadership: Sutter & Vine ops team is small; building-from-scratch may not be needed. Thoughtfulness on the firing story is signal.

Founder Partnership: Most context-dependent dimension. Often firms up in a working trial week.

Domain Awareness: Per Observation 1, this dimension is intentionally weighted low — 4.7 here cannot compensate for 2.7 in Operational Specificity. The rubric is working.

Provenance

Evidence brief: evidence_brief.md

Scoring follows evidence-first methodology: every dimension cites direct quotes from interview notes before a number is assigned. Scores carry to 0.1 precision. Round numbers (X.0, X.5) require explicit anchor justification. Insufficient-Data dimensions are flagged and have their weight redistributed — never estimated.

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