

How to help clients hire more **diverse**
candidates by debunking
common hiring myths

Qnclude

Making Diversity Work

Include



Include



The Business School
for the World®



Include

Icebreaker

I'd love to hire more
diverse talent **but...**

I'd love to hire more
diverse talent **and...**



One of the biggest
barriers
to advancing DEIB
in hiring, is
**Unconscious
Bias.**





What is unconscious bias?

They are the views and opinions that we hold about others that we are unaware of.

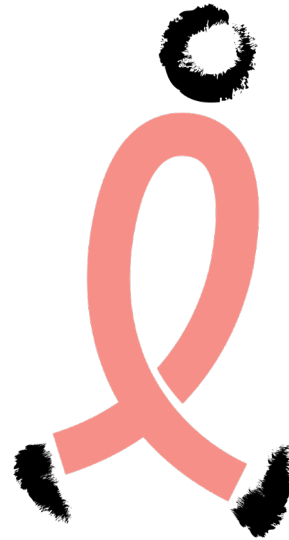
11 million pieces of information every second.

40 bits of those on a conscious level.

99.999996% of our mental processing is **unconscious**.

System 1

- Fast
- Effortless
- Emotional
- Stereotypic
- Unconscious



System 2

- Slow
- Takes Effort
- Logical
- Calculative
- Conscious

What gender comes to mind for these occupations

Engineer

Secretary

Lawyer

HR Manager

CEO

Nurse

About Unconscious Bias?

1. **EVERYONE** has it
2. It does **NOT** always align with your explicit beliefs
3. A **TINY** bit of bias, can have **BIG** consequences.
4. Don't **“CURE”** it, **“ACKNOWLEDGE & ADDRESS”** it



How does unconscious bias manifest in recruitment





Affinity Bias



Stereotype Bias



Halo Bias



Confirmation Bias

Include



Affinity Bias

Gravitating towards people
similar to us

*Similar backgrounds, city we
lived in or even nationalities.*

Include



Affinity Bias

Gravitating towards people similar to us

Similar backgrounds, city we lived in or even nationalities.



Stereotype Bias

Stereotypes of particular group of people based on cultural stereotypes, class, age, race

New mums, older candidates, racial groups.

Include

CV

ROBERT MATTHEWS

CONTACT
r.matt@gmail.com
0795 248 2611

COMPUTER SKILLS

- Microsoft Office
- Agresso
- Outlook
- Gmail

PROFESSIONAL COURSES

PRINCE2 Foundation, The Knowledge Academy, 2003

WORK EXPERIENCE

Project Manager, Google
2019-2019 (3 months)

Junior Project Manager, LJC Resourcing
2007-2019 (12 years)

Project Assistant, Sebright Co.
1999-2003 (4 years)

EDUCATION

MA History: 1st
Cambridge University, 1987-1989

BA (Hons) English Literature: 2:1
UCL, 1984-1987

Callout 1: A yellow circle is placed next to the text 'PRINCE2 Foundation, The Knowledge Academy, 2003' in the Professional Courses section. A line connects this circle to the 'AFFINITY BIAS' text block.

Callout 2: A yellow circle is placed next to the text 'MA History: 1st Cambridge University, 1987-1989' in the Education section. A line connects this circle to the 'STEREOTYPE BIAS' text block.

Callout 3: A yellow circle is placed next to the text 'UCL, 1984-1987' in the Education section. A line connects this circle to the 'STEREOTYPE BIAS' text block.

AFFINITY BIAS

I completed PRINCE2 as well! He must be smart, I know it was hard to complete.

STEREOTYPE BIAS

He studied at Cambridge so he must be smart and good for this role.
Looking at his dates, he might be too old for this role.

Include



Halo Effect

Projecting positive qualities onto candidates without actually knowing them

“Wow they worked for Standard Chartered and Google they must be really great!”



Confirmation Bias

Looking to confirm our own opinions and pre-existing ideas about a particular group of people.

“They left Google in 3 months? I’m sure it isn’t because of performance”



HALO EFFECT

If they worked there, they must be a strong candidate.

CONFIRMATION BIAS

He was only at Google for 3 months, but there must be a good reason why he left if he was hired there in the first place.

Orchestra Auditions



In orchestras, what was the % increase of women being hired when auditions were held behind a screen?

- A. No Change
- B. 5-14%
- C. 15-36%
- D. 25-46%



Include

*The result of biased hiring
decisions:*

*underrepresented groups are
overlooked.*

Sandra Bauer



Sandra Bauer



Meryem Öztürk



Sandra Bauer



Meryem Öztürk



Meryem Öztürk



Source: ftp.iza.org/dp10217.pdf

We unconsciously make assumptions about a person's competence based on their identity.

Redesigning our processes enable us to better focus on one's competence.



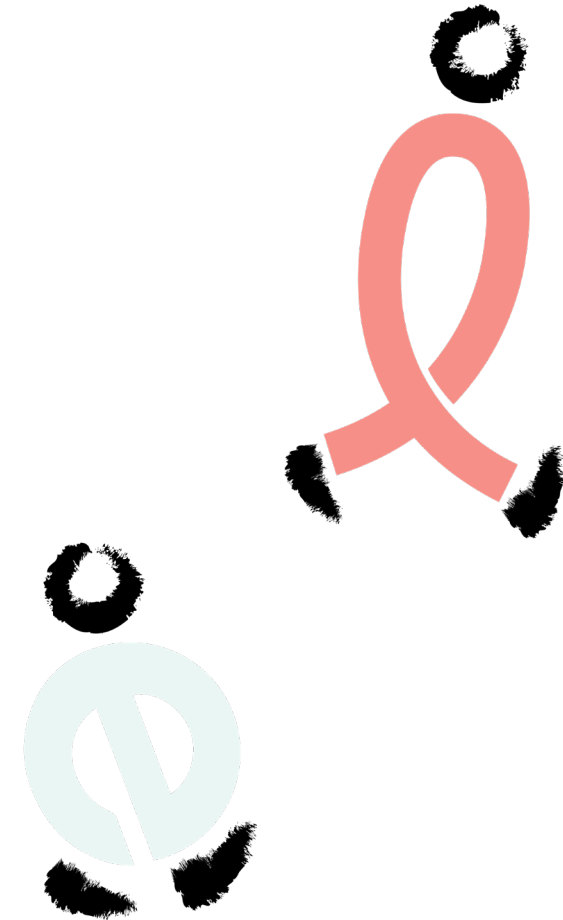
Include

Identifying and mitigating bias in recruitment



I want to hire more diverse candidates but..

We are a meritocracy and we need to hire the best person for the role



The Myth of Meritocracy

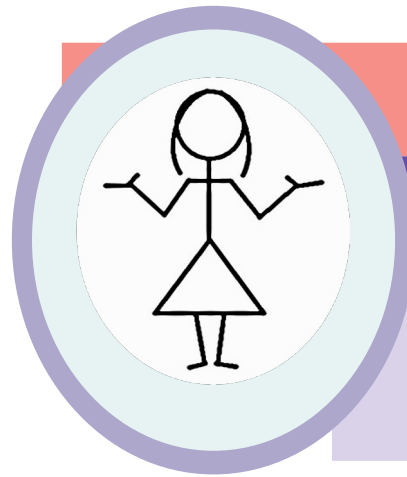
- The ONLY time we mention meritocracy in hiring is when we mention diversity
- It reflects a deep, underlying unconscious bias that in order to hire someone from an underrepresented group we will have to compromise
- This triggers positional bias and confirmation bias before we have even shared the job description or reviewed a resume
- Companies who claim they rely on meritocratic values are MORE not less likely to be biased

Include

When we rely on meritocratic values....we believe we are more impartial

445 managers asked to make bonus, promotion and termination recommendations

When explicitly told that the company's core values **emphasized meritocracy** in evaluations and compensation...



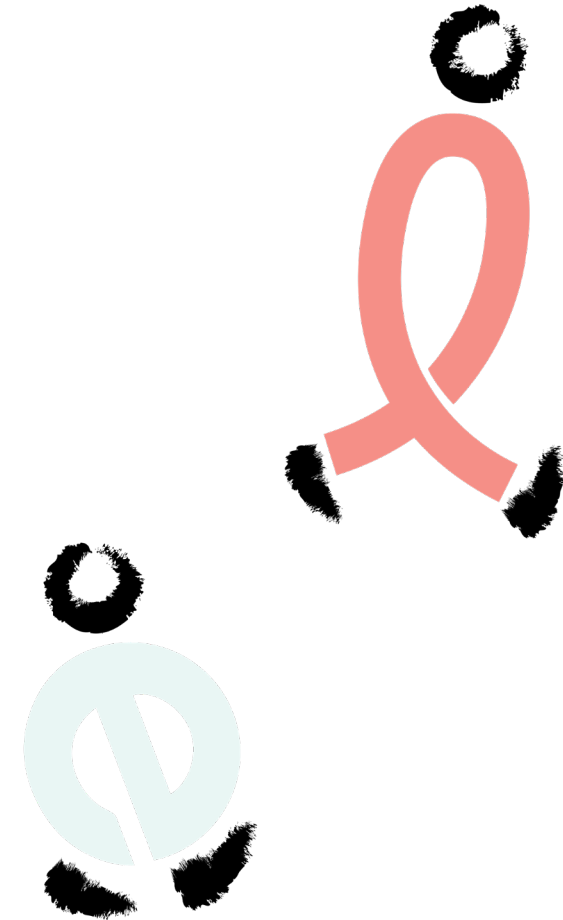
Males favoured for bonus

Males favoured for promotion

More females considered for termination

I want to hire more diverse candidates and..

I want at least one diverse candidate on the slate

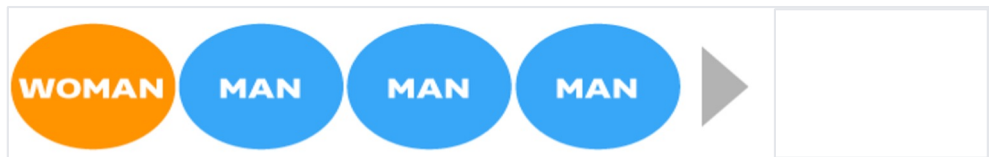
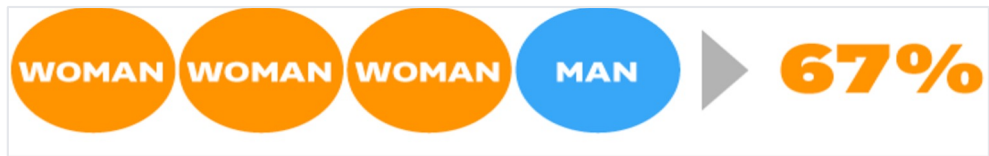


Include

Proven Strategy: Include more underrepresented candidates in the shortlist

The Relationship Between Finalist Pools and Actual Hiring Decisions

According to one study of 598 finalists for university teaching positions.



SOURCE STEFANIE K. JOHNSON ET AL

© HBR.ORG

Include

Proven Strategy: Include more underrepresented candidates in the shortlist

The Relationship Between Finalist Pools and Actual Hiring Decisions

According to one study of 598 finalists for university teaching positions.



SOURCE STEFANIE K. JOHNSON ET AL

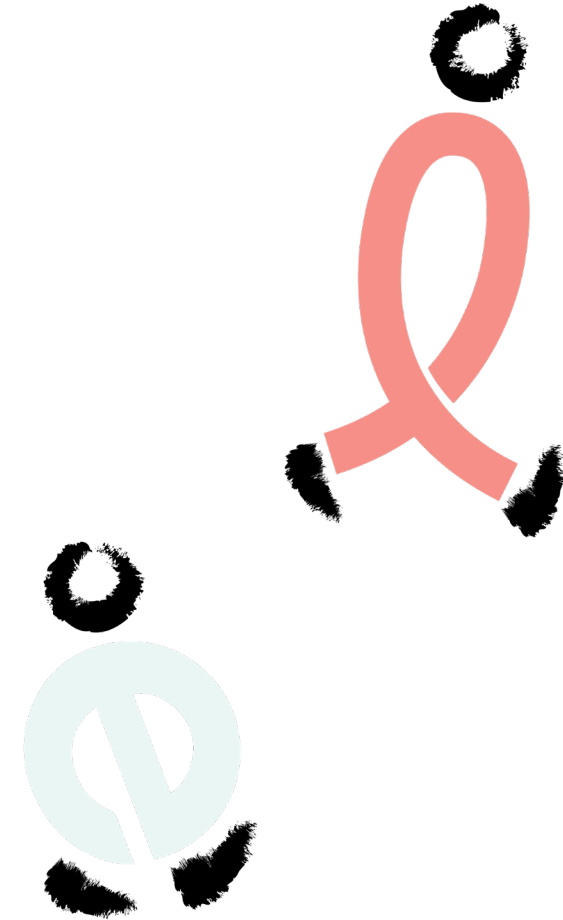
© HBR.ORG

Why it works?

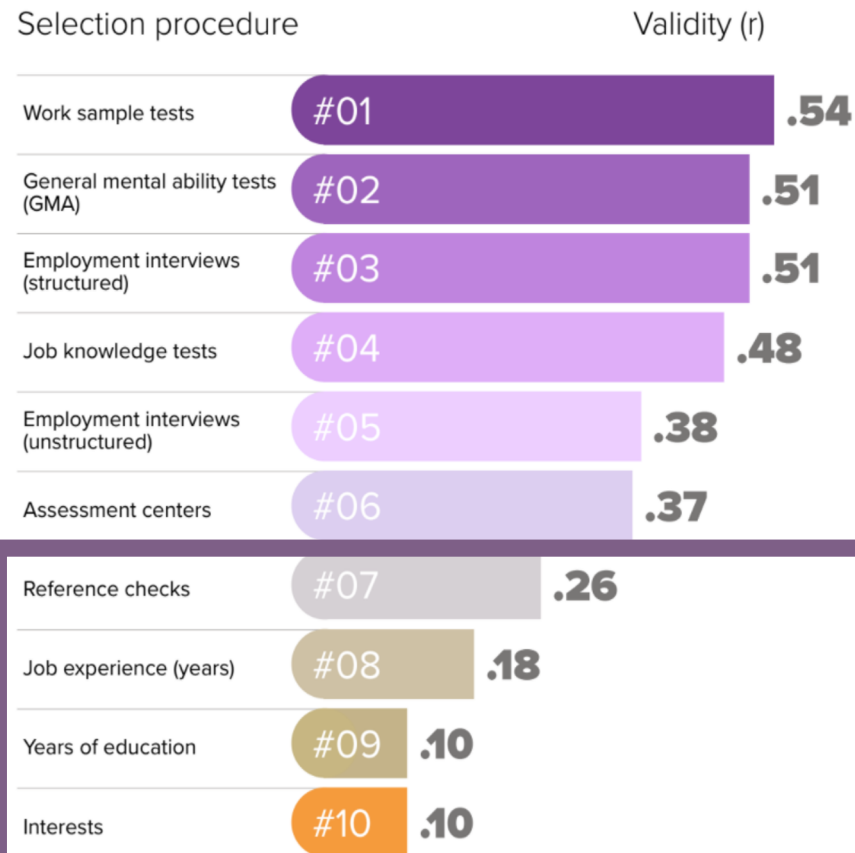
Normalizing the presence of underrepresented candidates makes them more likely to get selected.

I want to hire more diverse candidates but..

They need to have at latest 15 years of experience and have a tertiary degree



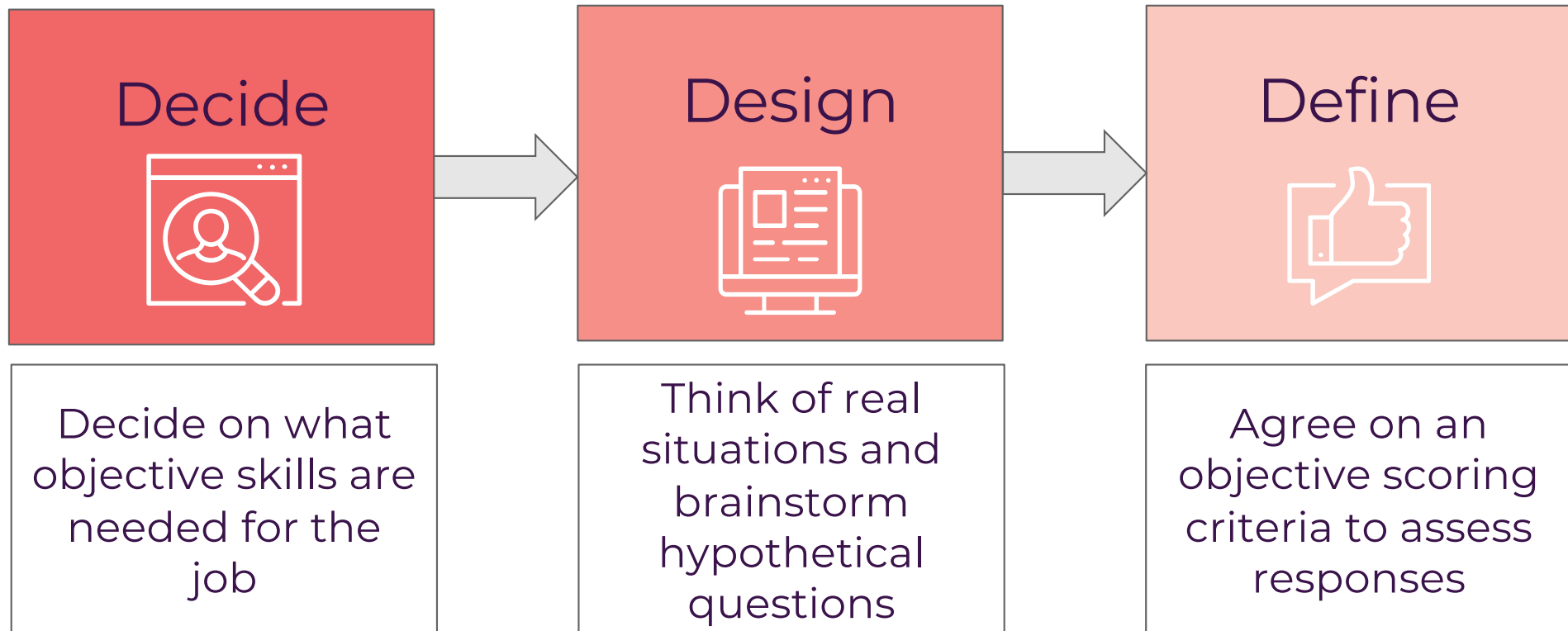
Predictive validity of selection methods



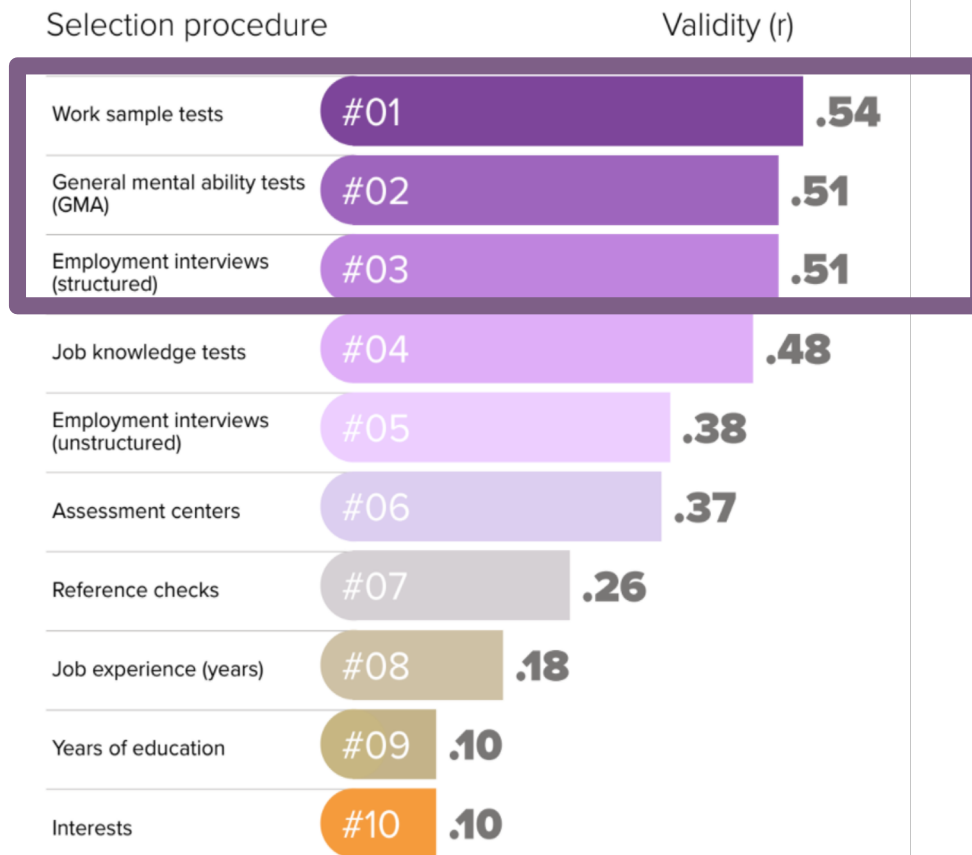
Why are work sample tests effective?

- Demonstrate their skills rather than just talk about their skills
- If a candidate values humility over self-promotion, a traditional interview could hinder them to perform well.





Predictive validity of selection methods



Structured Interviews -
Specifically crafted questions asked in a structured way and evaluated in a structured way

Qnclude



Questions asked in the same way, order and exact wording

There is a clear evaluation criteria linked to skills

Record only what the candidate says, and not interpret their responses

Score candidates independently from other reviewers

Discuss scores horizontally, that is, assess scores for Q1 all together

Stick to what the scores tell them about who is the best candidate

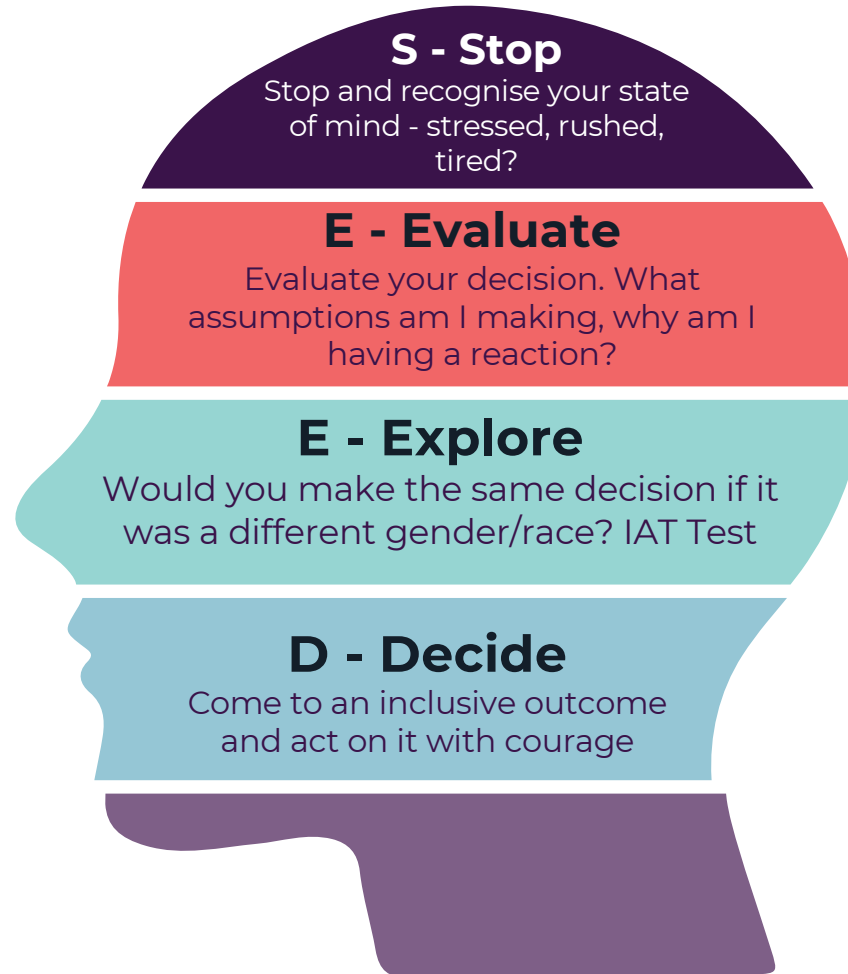
Include



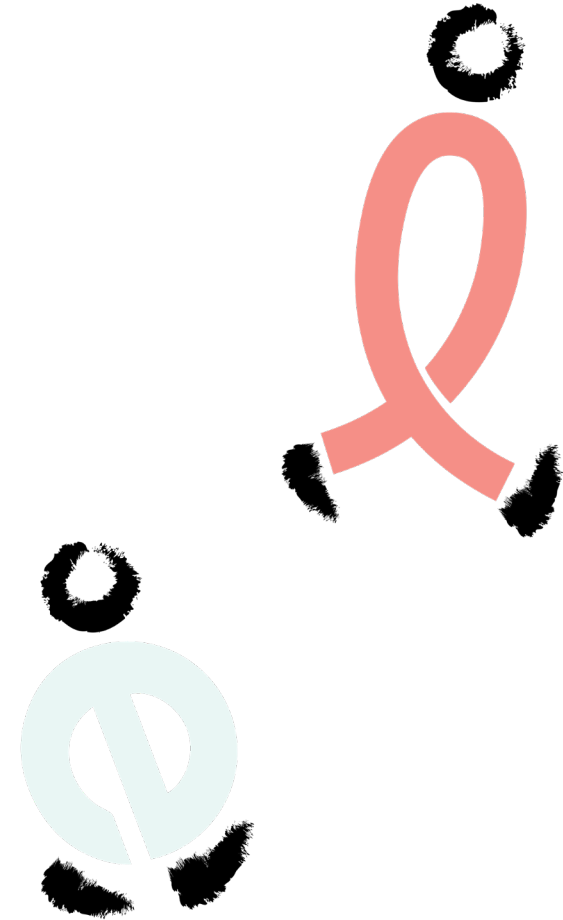
Why it works?




It is less likely to allow unfair bias to creep in as candidates are treated the same.

Decisions are based on facts rather than subjective impressions.



Questions?



Area of focus	 Effective actions	 Promising actions	 Mixed evidence
Hiring and selection	<p>Offer flexible working by default in job adverts</p> <hr/> <p>Use structured interviews for recruitment and promotions</p> <hr/> <p>Use skill-based assessment tasks in recruitment</p> <hr/> <p>Make expectations around salaries and negotiation clear</p>	<p>Use targeted referrals</p> <hr/> <p>Remove biased language from job adverts</p> <hr/> <p>Recruit returners</p> <hr/> <p>Anonymise CVs</p> <hr/> <p>Make it possible to list experience in terms of years not dates in CVs</p> <hr/> <p>Include more women in shortlists for recruitment and promotions</p> <hr/> <p>Make decisions about applicants in batches</p>	<p>Diversity statements</p> <hr/> <p>Diverse selection panels</p>

CIPD
*Championing better
work and working lives*

**A GUIDE TO
INCLUSIVE
RECRUITMENT
FOR EMPLOYERS**



Include



What is one key takeaway you had from today's session?

Include



Connect with me!

<https://www.linkedin.com/in/helenduce/>



Include

Thank You!

