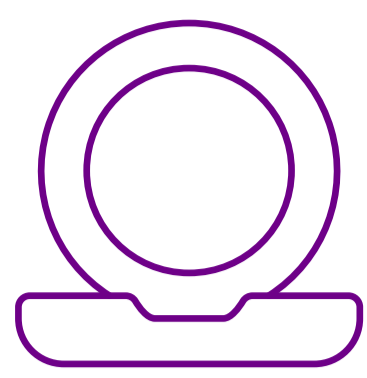


POTENTIAL RECRUITMENT BIASES

Cognitive biases projected on the recruitment process

Fundamental attribution bias | trait ascription bias

We judge others on their personality or character, rather than the situation.



Mark is late to his job interview, so he must be either careless or a bad planner. We don't consider traffic accidents.

Selective perception

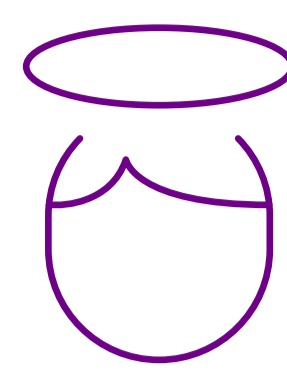
Selective perception is the process by which individuals perceive what they want to hear in a message while ignoring opposing viewpoints.



Jacob is my fraternity buddy, it was a joke, not a racist remark, let's not kick him out of the procedure right away.

HALO effect

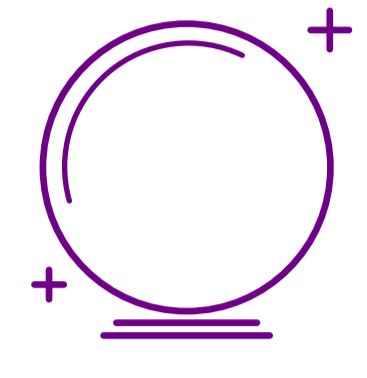
If you see a person having a positive or negative trait this trait will spill over in other traits as well.



Mark is attractive, so you can trust him. John isn't well groomed, so you can't trust him.

The Forer | Barnum effect

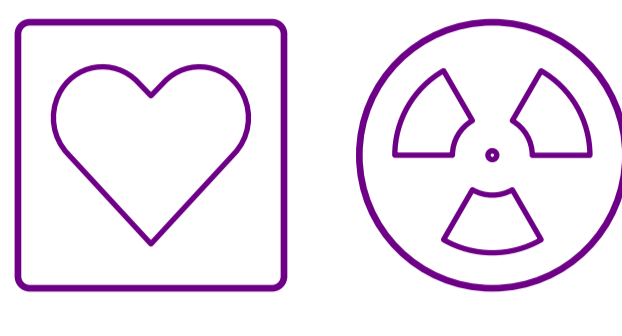
We give high accuracy to descriptions of our personality based on vague statements that apply to a wide range of people.



He's a great judge of character, as he saw right away I get things done.

Framing effect

We often draw different conclusions from the same information depending on how it's framed.



I quit that job because I had a difference of opinion with my manager or they fired me because I wouldn't do what my manager told me to, has a totally different connotation.

Just world hypothesis

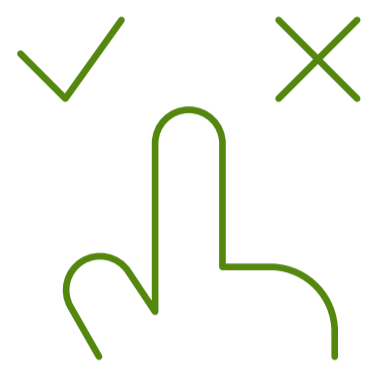
We believe the world is just and therefore we assume acts of injustice are deserved.



He's been out of a job for two years, there must be something wrong with him.

Distinction bias

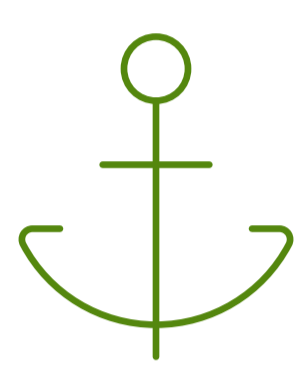
The tendency to view options more distinctive when evaluating them simultaneously, than when evaluating them separately.



Adam is a great candidate when only he applied. Compared to Steve, Adam is a lesser candidate, and even when Steve rejects our offer Adam is no longer acceptable.

Anchoring

We rely on the first piece of information as an anchor in all further decisions.



If the first candidate you see is really bad, the next candidates are much easier seen as top candidates.

Decoy effect

The decoy effect is where we tend to have a specific change in preference between two options when presented with a third option that is asymmetrically dominated.



Bernie and Joe are very different, but equally qualified candidates. Enter Elisabeth in the mix who is a slightly lesser version of Joe. Now Joe is the better candidate by far.

In-Group favoritism

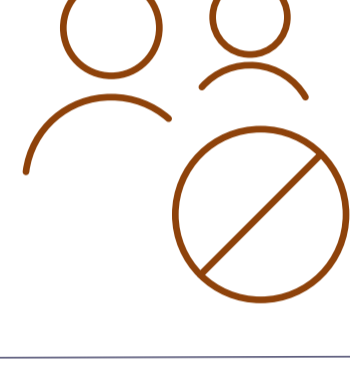
We favor those who are in our 'in group' as opposed to in other groups.



I had a great interview with Matt, who is a cyclist like me, John, the diver, didn't do so well, there was no connection.

Out-group homogeneity bias

We perceive the out-group as homogenous while the in-group is very diverse.



There are so many different types of bankers, but all public servants are slow and lazy says the banker. There are so many types of public servants, but all bankers are greedy says the public servant.

Belief bias

We judge an argument's strength on how strongly it supports the conclusion in our mind.



This is an awesome candidate, see, he plays soccer, so he must be a team player.

Bandwagon effect

Ideas and beliefs grow as more people adopt them, correct or not.



After one-on-one interviews but with open discussion feedback, if Mark and Sally like John as a candidate, Steve and Jenn will be more likely to like him too.

Groupthink

Due to a desire for harmony and conformity we make irrational decisions to minimize conflict.



In a group interview if someone goes soft on a candidate, others will to and vice versa. And if one person starts the evaluation with; I like Chad best and a second person agrees straight away, few will say they liked Joel better as a candidate.

System justification theory

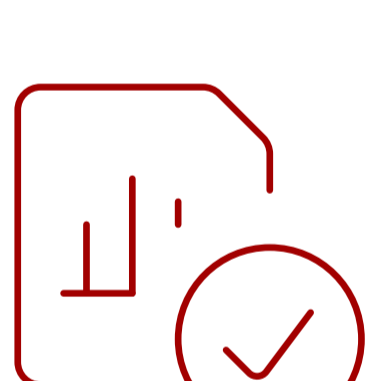
People have several underlying needs, which vary from individual to individual that can be satisfied by the defense and justification of the status quo, even when the system may be disadvantageous to certain people.



I would love to have more diversity in my team but there are just not enough candidates with the right experience from diversity backgrounds available.

Confirmation bias

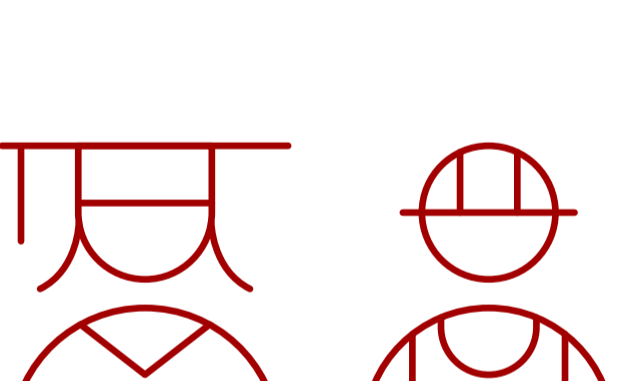
We tend to find and remember information that confirms our perceptions.



We have never had a good hire from Duke university and this candidate from Duke failed his interview again.

Stereotyping

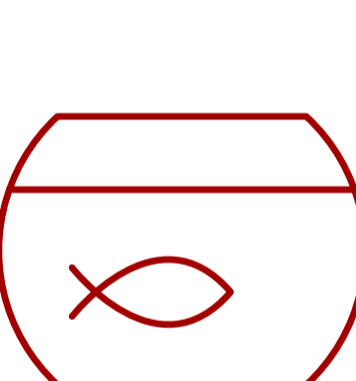
Tied to our need for social acceptance collective beliefs, no matter the evidence, become truer.



Women are worse drivers than men.

Status Quo bias

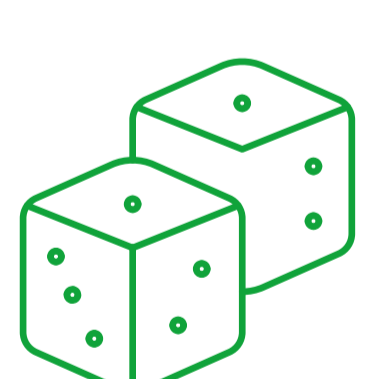
We tend to prefer things to stay the same.



We've always had male drivers in our trucks.

Risk aversion

The preference for a sure outcome over a gamble with higher or equal expected value.



I know diversity leads to better results but we've never had a female manager in this position.

Risk compensation

People adjust their behavior in response to perceived level of risk, becoming more careful when they sense greater risk.



It's risky enough to hire a woman as CEO, but a black woman CEO?

WYSIATI

What you see is all there is.



The seven people that applied are all the candidates interested in this job at this time.

Dunning Kruger effect

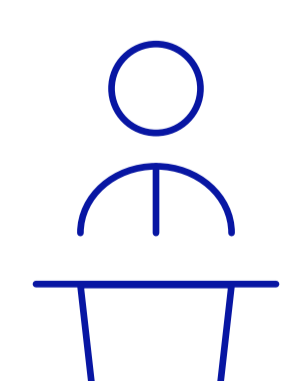
The incompetent are too incompetent to know that they are incompetent which results in them being overconfident.



Donald always speaks in absolute confidence about everything.

Authority bias

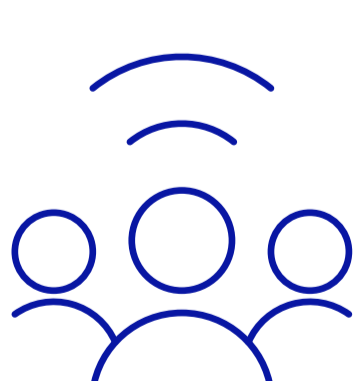
We trust and are more influenced by the opinions of people of (perceived) authority.



Donald is a world leader, so he must be right.

Curse of knowledge

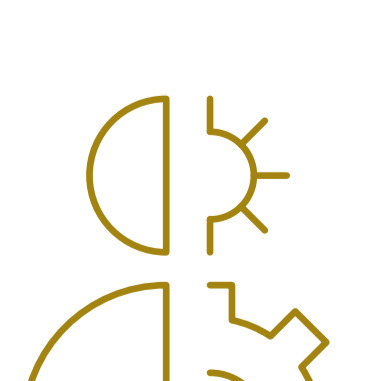
Once you know something, you believe everybody should and if they don't, they are stupid.



Even though you're applying for a traineeship, I would think this should be basic knowledge you ought to know, says the senior consultant.

Automation bias

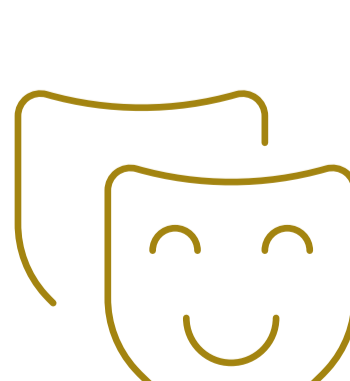
We rely on automated systems to be correct in everything.



Our ATS gives this candidate only a 20% match, so let's not even look at the cv.

Reactance

We do the opposite of what we are told, especially when we perceive it as a threat to our freedom.



You will not interview a candidate that your fellow recruiter says you must speak to.

Availability Heuristic

If it's easy to remember, it carries more weight. If I need to look it up, it carries less.



A masters from Oxford, excellent school. Paris sciences et lettres, we never hired from France before, let's see if it's a good school.

CREDENTIALS

Bias research & examples
Bas van de Haterd
www.vandehaterd.nl

Design
Dirk Hülsberg
www.dirkhuelsberg.com

Additional resources
Recruiting Brainfood
www.recruitingbrainfood.com