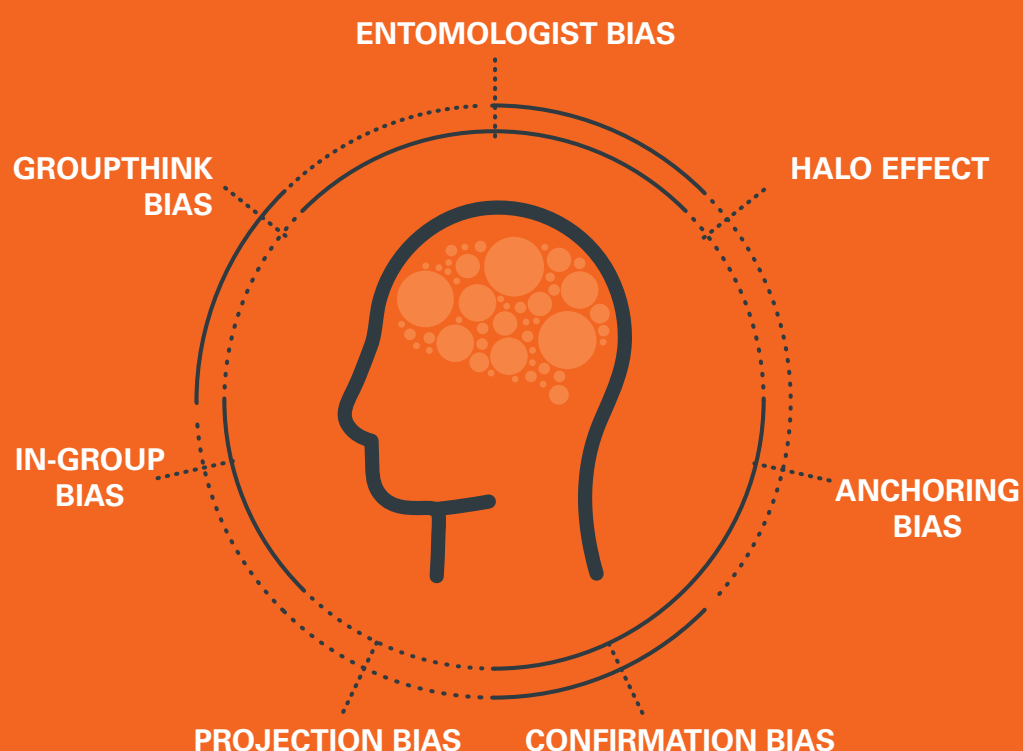


WAYS YOUR BRAIN CAN STOP YOU

from Recruiting the Right Candidate

Keep these 7 cognitive biases in mind the next time you're making a recruitment decision



1 Groupthink bias: automatically going along with the majority view or the loudest voice in the room to avoid confrontation with or rejection from the group

How can you minimize it?

- » Pace decision-making with objective, critical questioning.
- » Decide on a standardized decision-making process before the meeting.

2 Entomologist bias: eliminating emotions and other factors in favor of making judgments strictly on facts or what's presented on paper

How can you minimize it?

- » Inspect a candidate more broadly than their CV.
- » Examine how life experiences and worldview have affected their performance.

3 Halo effect: allowing one trait (such as a physical attractiveness, dress, or likability) to influence your overall judgment of the person

How can you minimize it?

- » Notice and compare scoring trends of candidates to uncover unconscious bias.
- » Review CVs blindly to provide an additional layer of objectivity.

4 Anchoring bias: relying on an initial piece of information (such as evaluating candidates against the very first person interviewed), which serves as a marker for all who follow

How can you minimize it?

- » Be prepared with comprehensive data to override snap decisions.
- » Use a predetermined rubric for all interviews.

5 Confirmation bias: favoring people, things, and ideas that confirm your beliefs

How can you minimize it?

- » Establish the practice of looking for holes in your own easily reached conclusions.
- » Heighten awareness of preformed decisions about candidates before they interview, such as where they went to school or even their names.

6 Projection bias: assuming fellow interviewers have the same priorities or attitudes as you

How can you minimize it?

- » Engage the team with questions about candidates before stating your opinions to encourage discussion.
- » Prepare to back up your views with your rationale and be open to other views.
- » Check that the candidate meets the organization's goals—not just your own.

7 In-group bias: preferring those who are most like you or belong to the same groups

How can you minimize it?

- » Social cohesion can be valuable, but pursuit of diversity can yield better results.
- » Think carefully about elements that resonate with you, or irritate you, and why.

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