



#culturalfit

**Gary Manning
TA Lead @ King**

Agenda

1. How we hire for cultural fit at King
2. How do we make decisions comparing values vs capability?
3. Unconscious bias
4. How do you do this?



King

ACTIVISION
BLIZZARD

King



WORLD
WARCRAFT

HEARTHSTONE

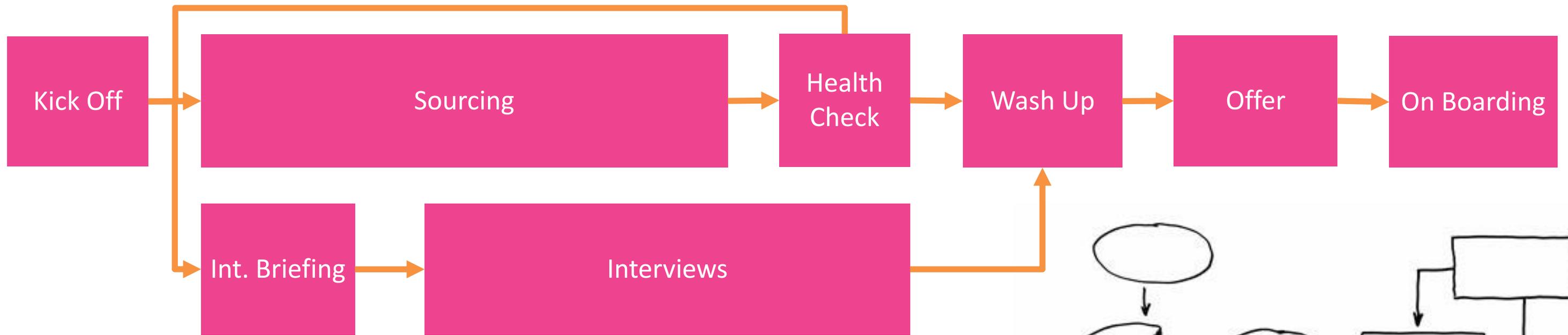


SKYLANDERS



OVERWATCH

Our Process



Our Values

What we believe. How we behave

Can you name them all?



Free to be ourselves, we treat people as friends. We fill our tone with fun, joy and optimism.



We listen, we share. We're modest and always open to the possibilities.



We're agile and adaptable problem solvers. Prepared to fail, we don't make excuses and we never stand still



We stand up for creativity. Always eager to learn more and constantly looking for ways to improve. We move things forward.



We put our heart and soul into everything we do. Every little detail matters when creating the magic that lasts beyond tomorrow.



Making the right decision

Probing

Behaviour is the visible tip, while values, beliefs, purpose, capabilities and identity sits below the surface.

How often we judge others by the visible tip - the behaviour - without taking time to understand what sits beneath!



Why and how to probe in interviews

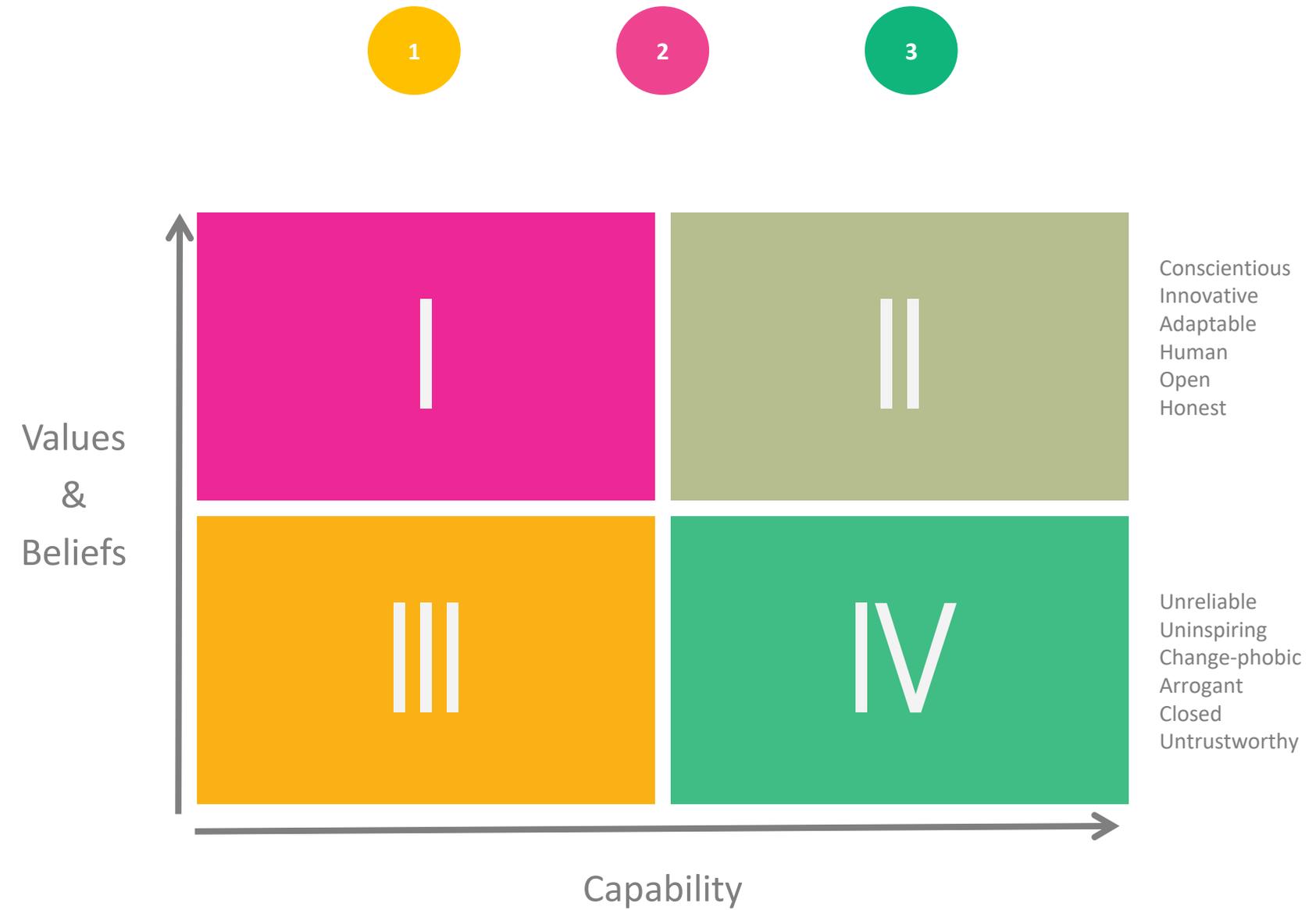
Can you give me an example of a time when you had to deliver something with short notice?



Past performance is the best indicator of future performance

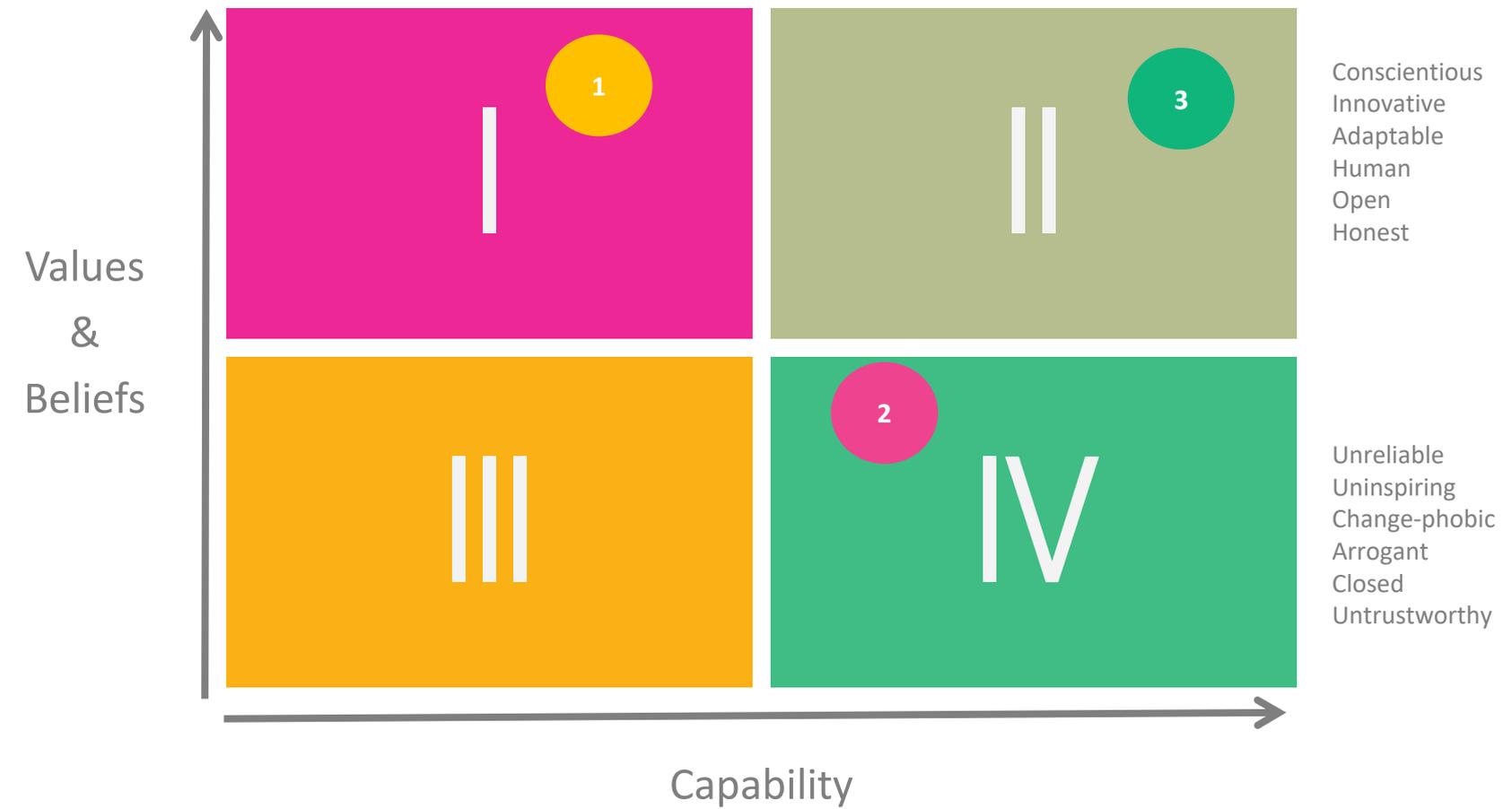
Talent Matrix

Assessing values and capabilities



Talent Matrix

Assessing values and capabilities





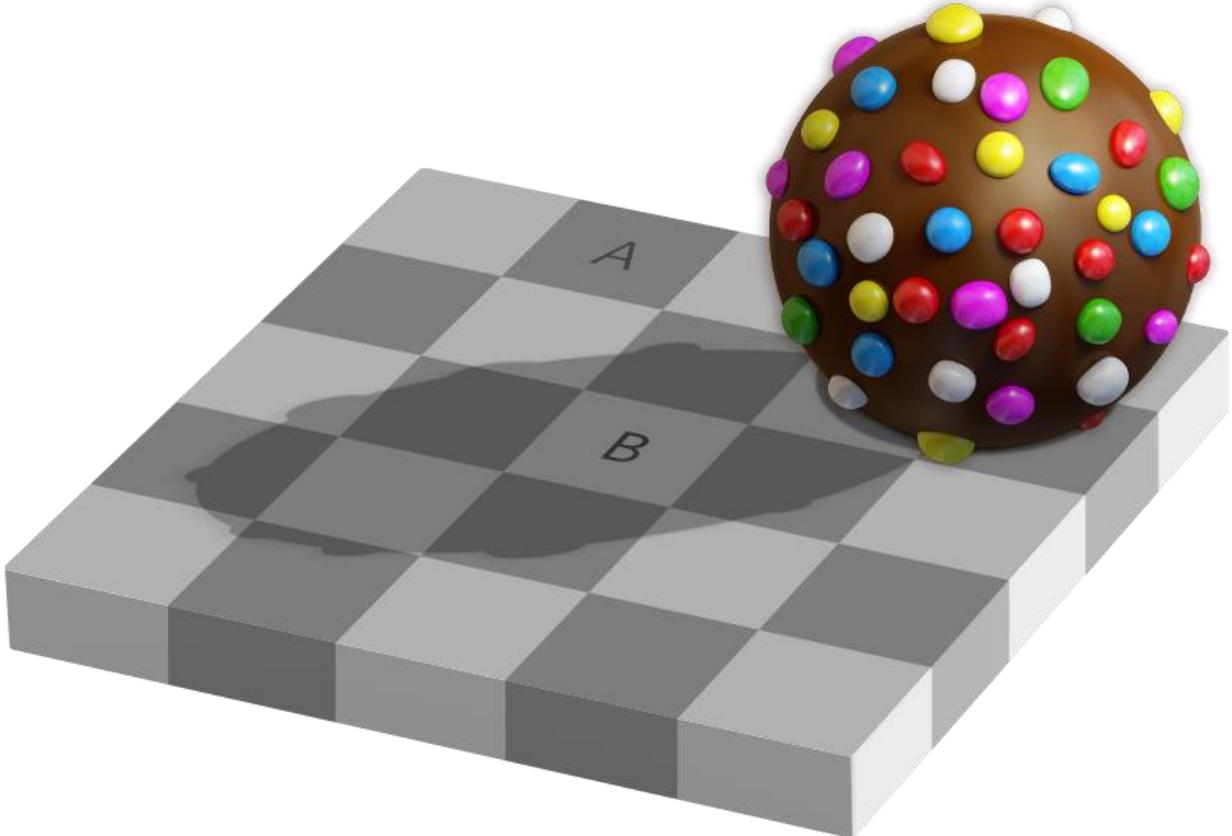
Unconscious Bias

KING D&I

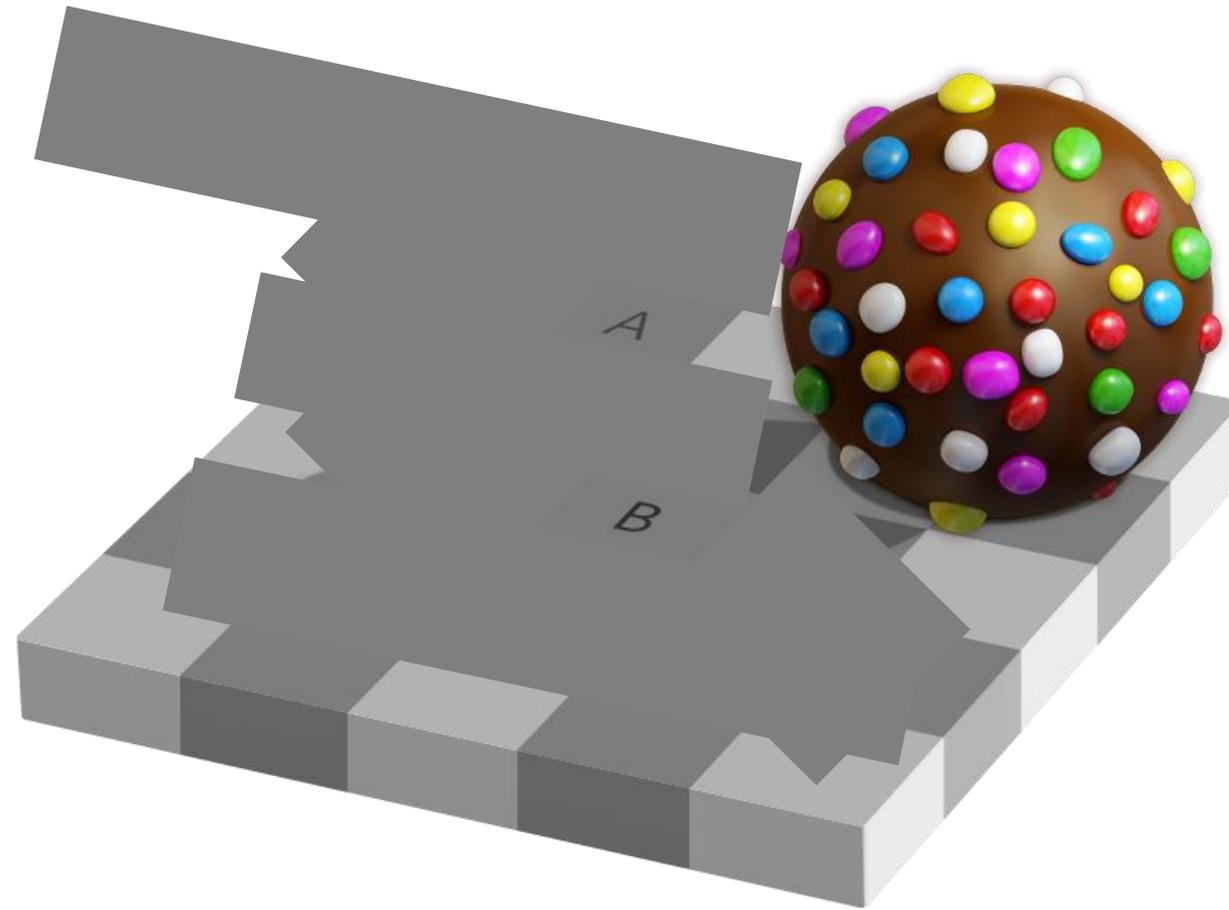


Unconscious Bias

- ✓ **Unconscious biases** are social stereotypes about certain groups of people that individuals form outside their own conscious awareness.
- ✓ Everyone holds **unconscious** beliefs about various social and identity groups, and these **biases** stem from one's tendency to organize social worlds by categorizing.



The Adelson Illustration

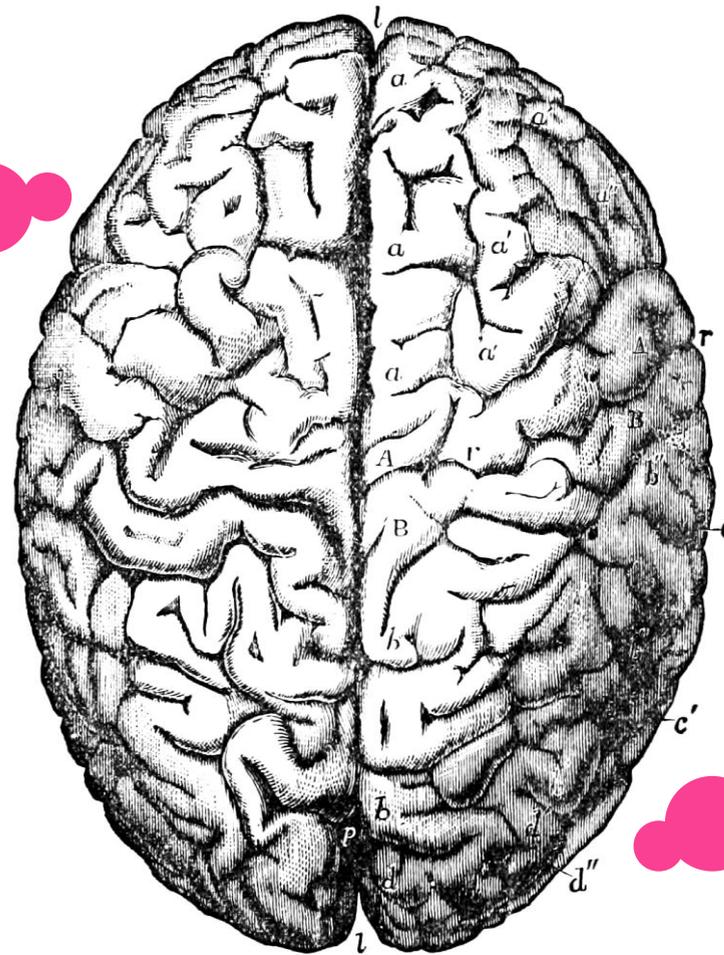


The human brain - two interdependent cognitive systems

SYSTEM 1

= the 'doer'

- Automatic
- Effortless
- Associative
- Emotional
- Unconscious

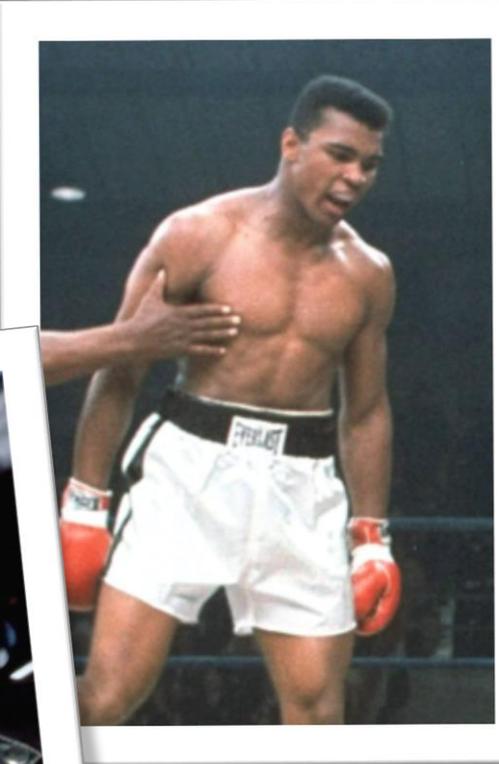


SYSTEM 2

= the 'guide'

- Controlled
- Effortful
- Reflected
- Rational
- Self-aware

What do
these people
have in
common?



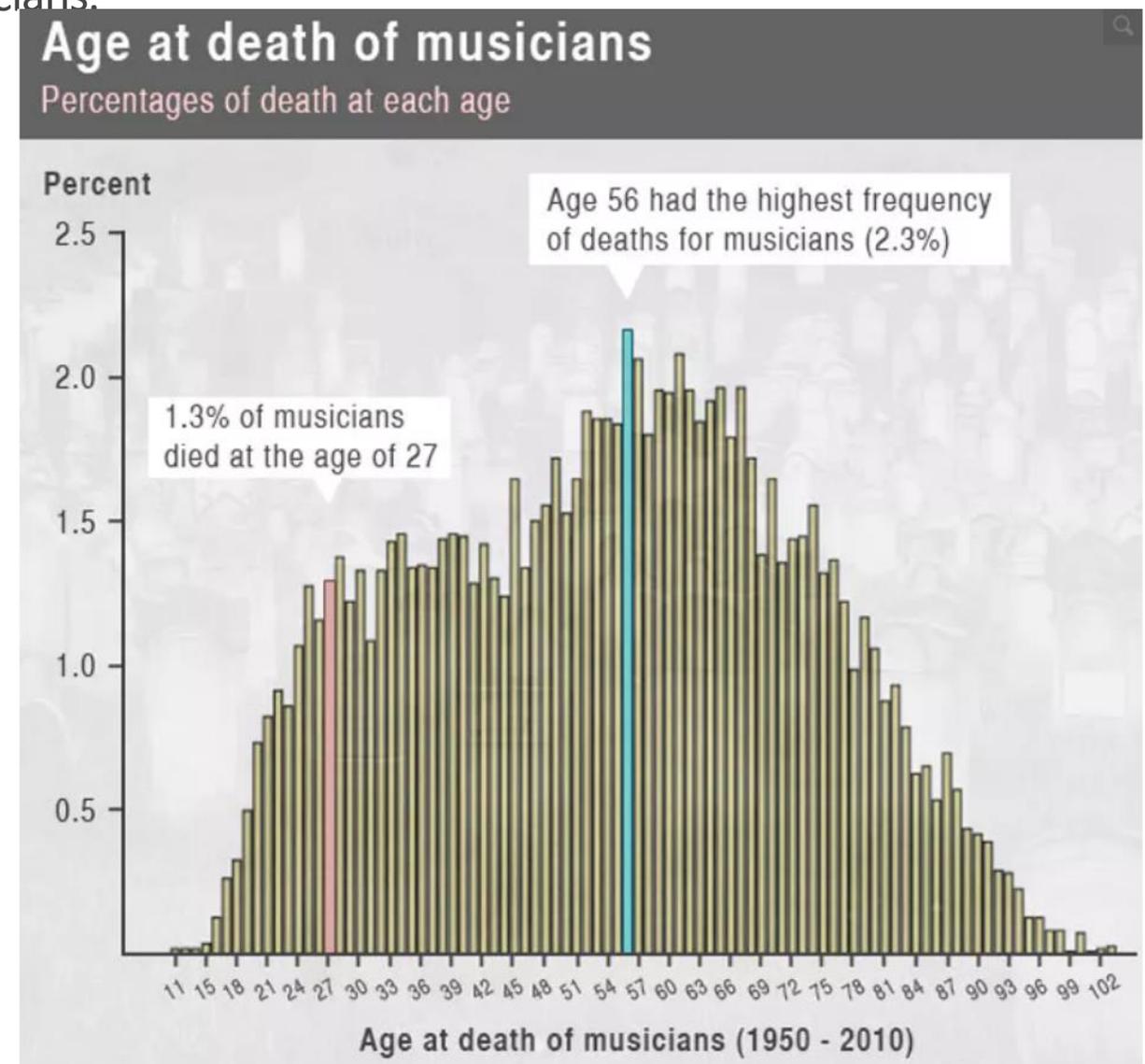
What about
these
people?



Music 27 Club

Conspiracy Theories

It has been said that many high-profile musicians have coincidentally all passed away at the age of 27 (Jimi Hendrix, Janis Joplin, Jim Morrison, Kurt Cobain, Amy Winehouse) and many fans have marked 27 to being a cursed age for musicians.



Facebook Shares



These guy added HIV infected blood in the Anchor butter production in Westbury Dairy UK. for next few months please don't eat any Anchor butter. It was shown on BBC news yesterday, please forward these to people who you care.

Similarity Bias

What is it?

Similarity bias happens when we select people that are more similar to us, as opposed to people who appear more different. Evolution has fostered this trait, as a key manner to survive ever since the difficult times when we would live in the savannah, trying to escape from animals and all sorts of dangers.

Stereotypes

Be mindful, only one of them is a convicted felon



Stereotypes
are
everywhere



WHERE EVERYONE WANTS TO BE AN ICON

FROM MIKE JUDGE THE WRITER & DIRECTOR OF OFFICE SPACE

SILICON VALLEY

SERIES PREMIERE
APRIL 6 AT 10 PM **HBO**

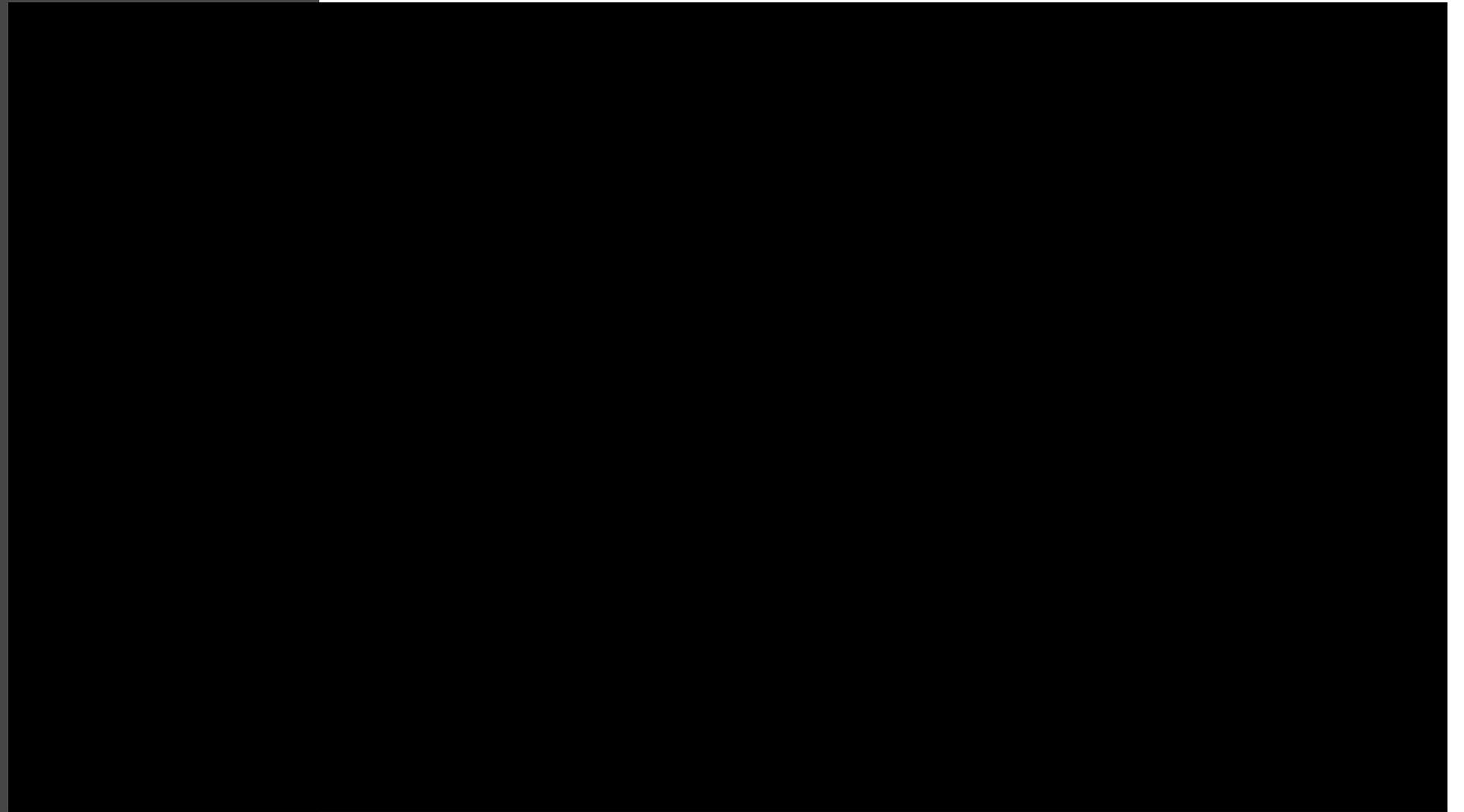
Van

1168

Silk Road
NATURAL HISTORY MUSEUM
LOS ANGELES COUNTY

PARK

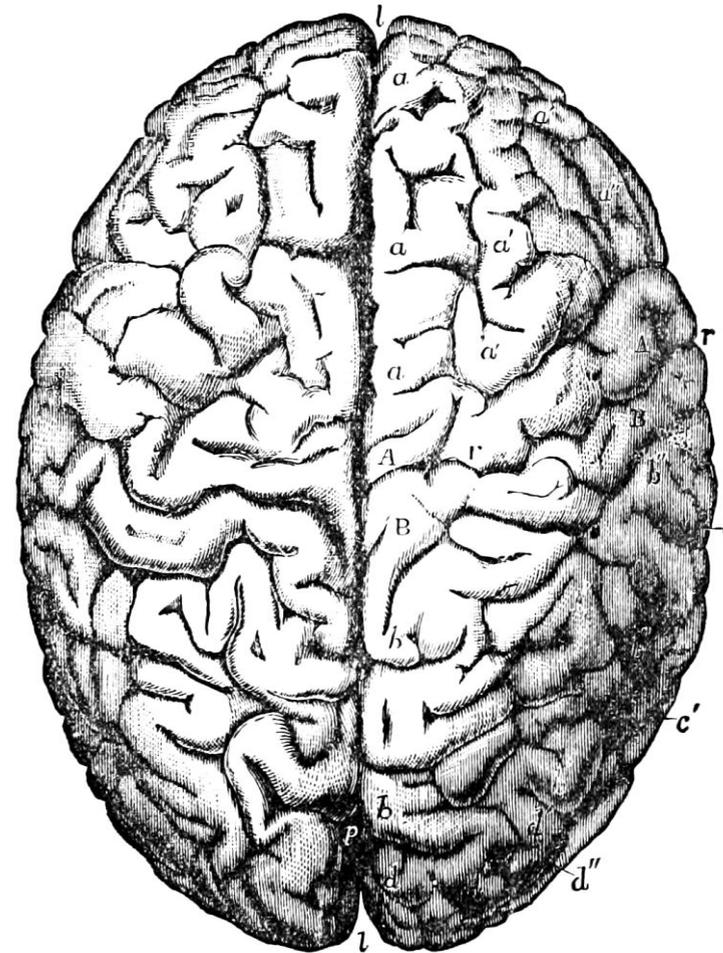
Let's watch
this video



Close the gap!

SYSTEM 1
= the 'doer'

Actual behaviour



SYSTEM 2
= the 'guide'

Good intentions

Hiring the best qualified and the right person for the team

How to outsmart the unconscious mind & beat hidden barriers

Switching between System 1 and 2

“...if she had an American accent and not a French, would I have listened more to the content?”

“... what if they had a firmer opening handshake?”

Reduce bias ‘in the situation’

Ask yourself ‘Flip-it-questions’

”if SHE was a HE would I have reacted or interpreted the same way?”

”if he had 25 years of experience more than me and was not 25-years-old would I have listened differently.....?”

How do you do it?

- If you have values, define those behaviours
- Write questions which uncover if someone shares those values....
- Prepare hiring managers by providing interview training
-

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Value Interview sheet



Care & Craft

We put our heart and soul into everything we do. Every little detail matters when creating magic that lasts beyond tomorrow.

Behaviours: Quality driven · Conscientious · Focused · Effective · Committed · Motivated · Determined

Your name

Date

Candidate's name

Role

Sample Primary Questions

Choose min. of 3 as appropriate:

1. Tell me about a task when you did more than was expected of you. What was the impact?
2. Describe a time you received feedback about something you could do differently or better. What was the improvement area and what did you do about it?
3. Tell me about a time you failed to deliver against a commitment. What did you do about it?
4. Describe a task where you had to compromise between quality and the speed of delivery.
5. Describe a time you received positive recognition for the work you had done.
6. Tell me about a task where you were unsatisfied with the quality of work? What did you do about it?
7. Describe a time you helped a colleague achieve even better results.

Summary

Positive indicators of living the value:

Negative indicators of living the value:

After each primary question gather evidence by asking all four probe types:
the **PROBLEM**, their **ACTION**, the **RESULTS** and their **LEARNING**

King

What's Next?

What's Next?

Sanitised applications?

- Use your ATS or manually remove identify data eg name, nationality, dates, university, personal interests
- Use a partner or tool to do it for you

HireFirst.

The screenshot shows a recruitment dashboard interface. At the top left, there is a blue button labeled 'All Roles'. Below it is a search bar with the placeholder text 'filter roles'. On the right side of the dashboard, there is a blue button labeled 'new role'. The main content area features a role card for 'Senior Java Developer'. The card includes the following information:

- Role Title:** Senior Java Developer
- Industry:** Gaming
- Location:** London, United Kingdom
- Managed By:** Gary Manning
- Skill Requirements:** Javascript, CSS, HTML, Web API, Git, Bash, UNIX, Gradle and Java
- Role Status:** Under Review

On the right side of the role card, there are four metrics displayed in a grid:

- Potential Candidates:** 5
- New Interested Candidates:** 0
- Connected Candidates:** 0
- Interviewing Candidates:** 0

At the bottom right of the role card, there are two buttons: 'edit role' and 'preview role', both with right-pointing arrows.

What's Next?

Textio

- Gender balanced
- Job ads
- Recruitment marketing (InMails / Emails)

What's Next?

ClickIQ



Summary

Download PDF 22 Dec 2018 - 22 Jan 2019 Filter Options

FILTER OPTIONS: Clear All

Budget Remaining		Job Boards			Social	Google	Total
		Organic	CPC	CPA	Media		
Period Total Spend	£0	Spend	£0	£0	£0	£0	£0
Spend per Job	£0.00	Clicks	2,657	0	0	0	2,657
Live Jobs in Period	144	Applications (Inc. Predictive)	252	0	0	0	252
		Conversion	9.48%	0.00%	0.00%	0.00%	9.48%
		CPC	£0.00	£0.00	£0.00	£0.00	£0.00
		CPA	£0.00	£0.00	£0.00	£0.00	£0.00

Media

Paid Media Performance Conv. Rate Activity Activity v Time Clicks



Thank You!

Questions?



Questions?

Some of your questions?

- A further insight to getting to seeing through an interviewees bravado to get a truer insight into their attitude
- How do you align to culture when it is a fast growing relatively new organisation?
- How do you ensure you achieve culture fit through hiring - practical examples
- How do you make a decision between the best person for the job role/the best fit for the team/company?
- How to better prepare hiring managers?
- How to create low cost measurements for culture fit?
- How to ensure Hiring Manager assess culture fit rather than similarity to themselves
- How to tackle Unconscious Bias?
- What measures can we put in place to make sure that cultural fit is not misinterpreted by unconscious bias?
- Advertising & screening; ATS tools
- How best to demonstrate the company culture to potential candidates
- How do you define your Culture and does it encourage unconscious bias?
- How do you test for cultural fit? And how is it an acceptable metric?
- Bringing that change in the business and not just in HR/recruitment