



# Build Diverse High Performing Teams

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Nap

Bed

Wake

Peace

Rest

Snooze

Yawn

Awake

Blanket

Drowsy

Tired

Slumber

Dose

Dream

Snore

Take a moment  
to write down  
the ones you  
remember



# Did you remember...

Dream?

Sleep?

Dose?

Nap

Bed

Wake

Peace

Rest

Snooze

Yawn

Awake

Blanket

Drowsy

Tired

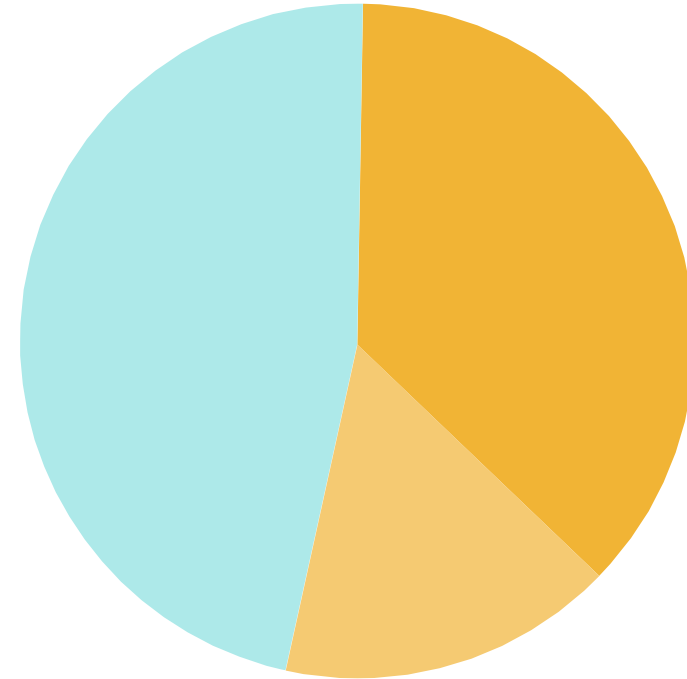
Slumber

Dose

Dream

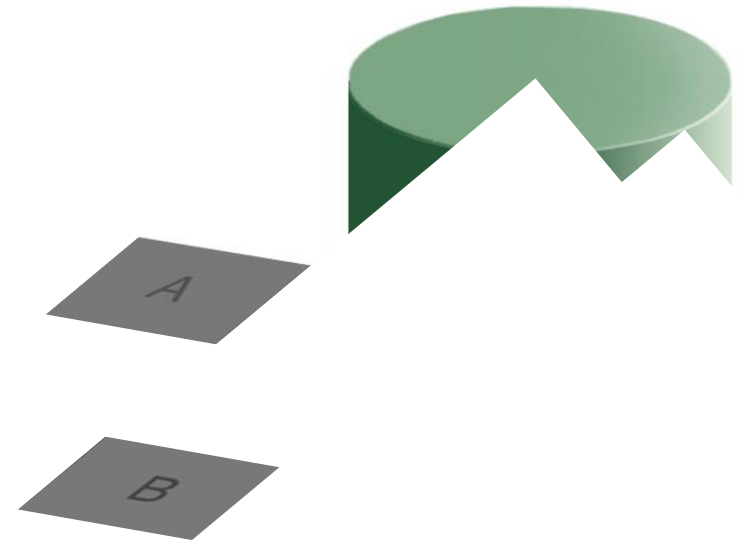
Snore

Remembered sleep?  
Don't worry!  
You're in good  
company



40-55%  
Of people  
falsely remember

Which square is darker



## Sarah

Intelligent  
Industrious  
Impulsive  
Stubborn  
Envious

## Isabelle

Envious  
Stubborn  
Impulsive  
Industrious  
Intelligent



# How does bias impact recruitment?



## Response Rate by Name

Interview call-back rate  
for **exactly the same**  
application

Sandra Bauer



19%

Meryem Öztürk



14%

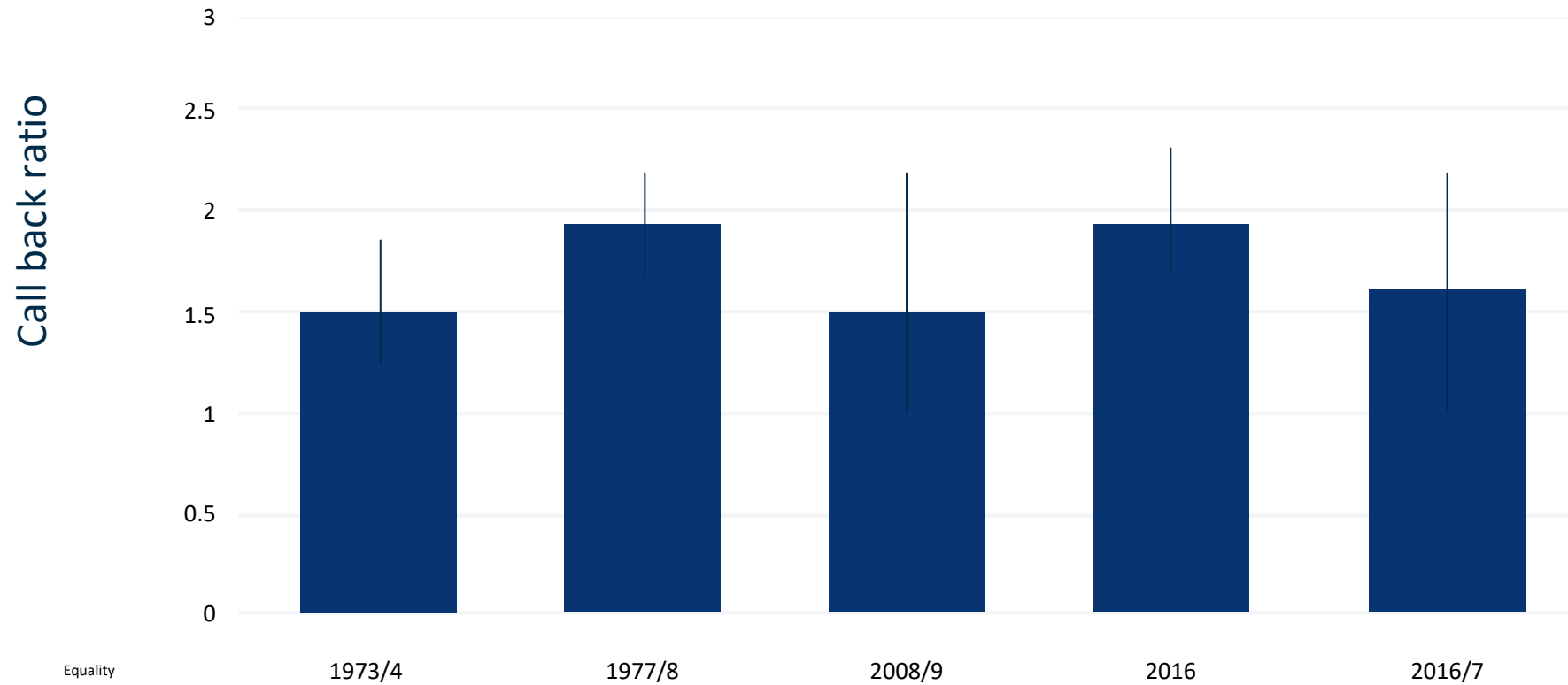
Meryem Öztürk



4%

Source: Weichselbaumer, D., (2016),  
'Discrimination against Female Migrants  
Wearing Headscarves', /  
ZA Discussion Paper Series, No. 10217,  
<http://ftp.iza.org/dp10217.pdf>

## United Kingdom: Call back ratio over time: job applications of Pakistani heritage



Equality

# Rank Order Effect

Differences in Order of candidates impact the scores (5% boost over average)

Average Score of candidates

**3.35/5**

Average Score of candidate marked 1st

**3.52/5**

# Nobel Prize Winner Effect

How you mark people is impacted by who you mark next

How much score gets marked down following a good candidate

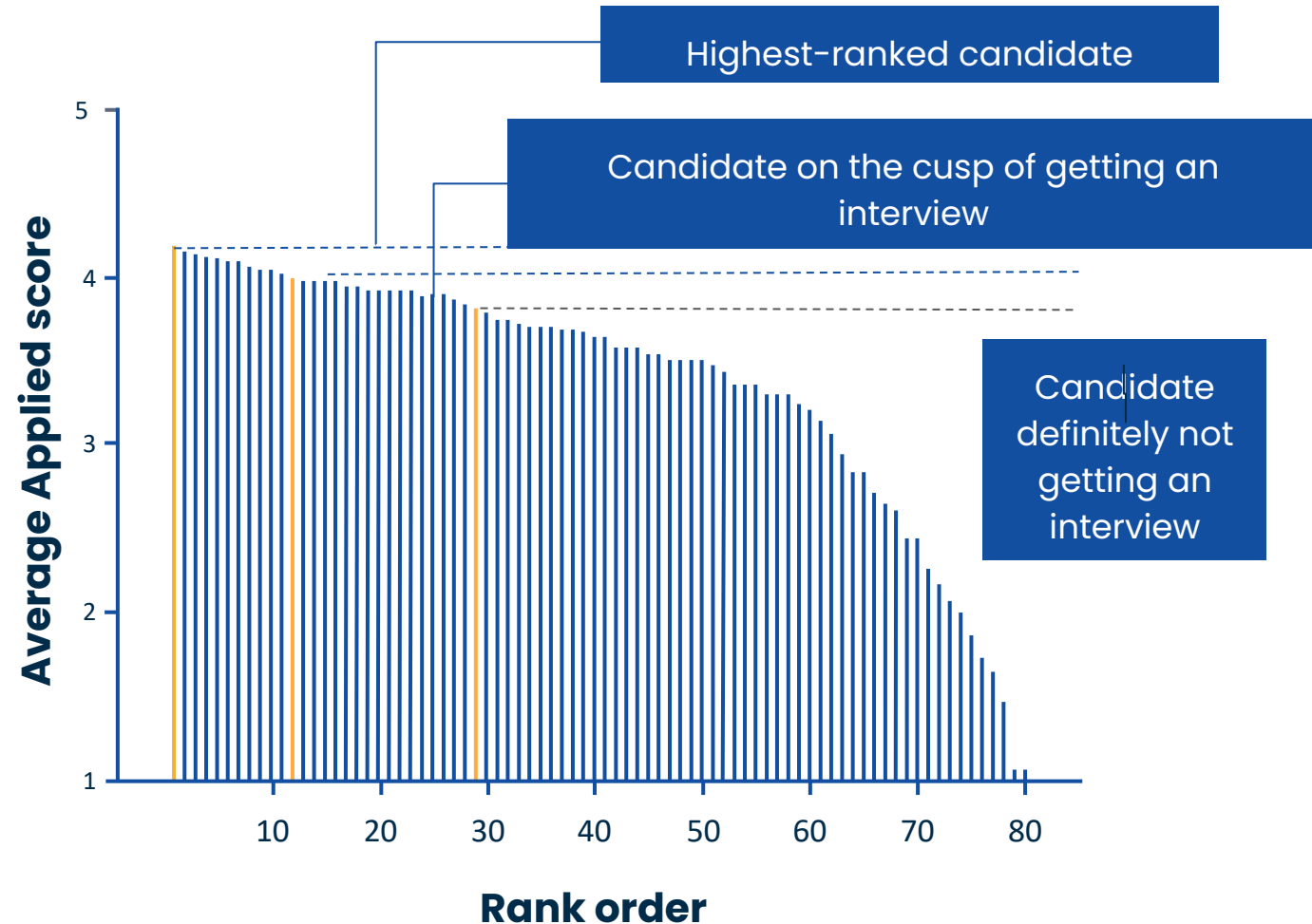
**4%**

How much your score is marked up following a below average candidate

**2%**

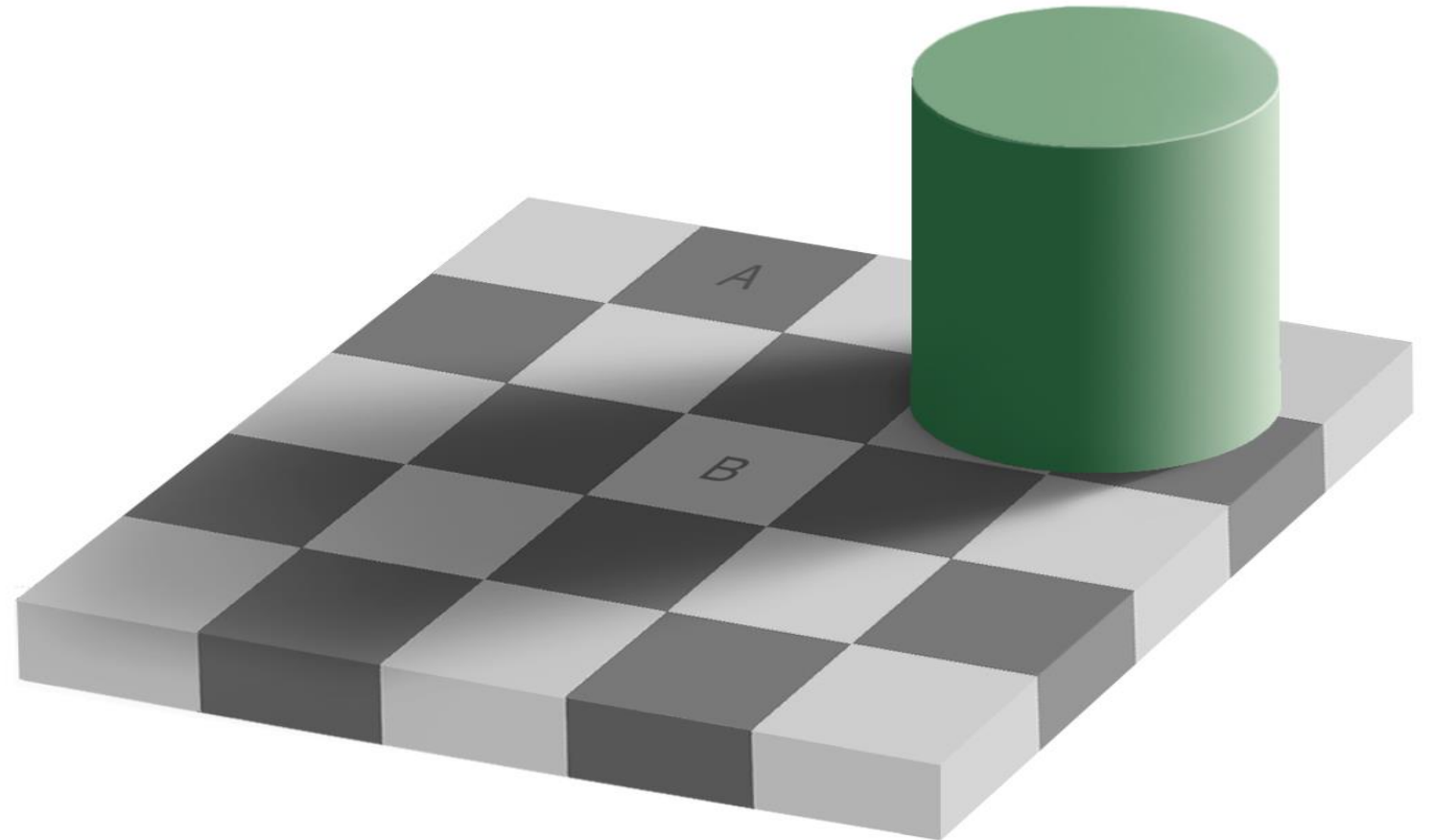
## So what!?

Effect is as significant as being seen as the best candidate or the 12th! – Or the same gap between 12th and 29th



**>180 Biases**

Now you know..  
Unsee it.





# How do we work with the brain!

(Not against it)





Test skills directly wherever possible. Rely less on “proxies” and make less assumptions.

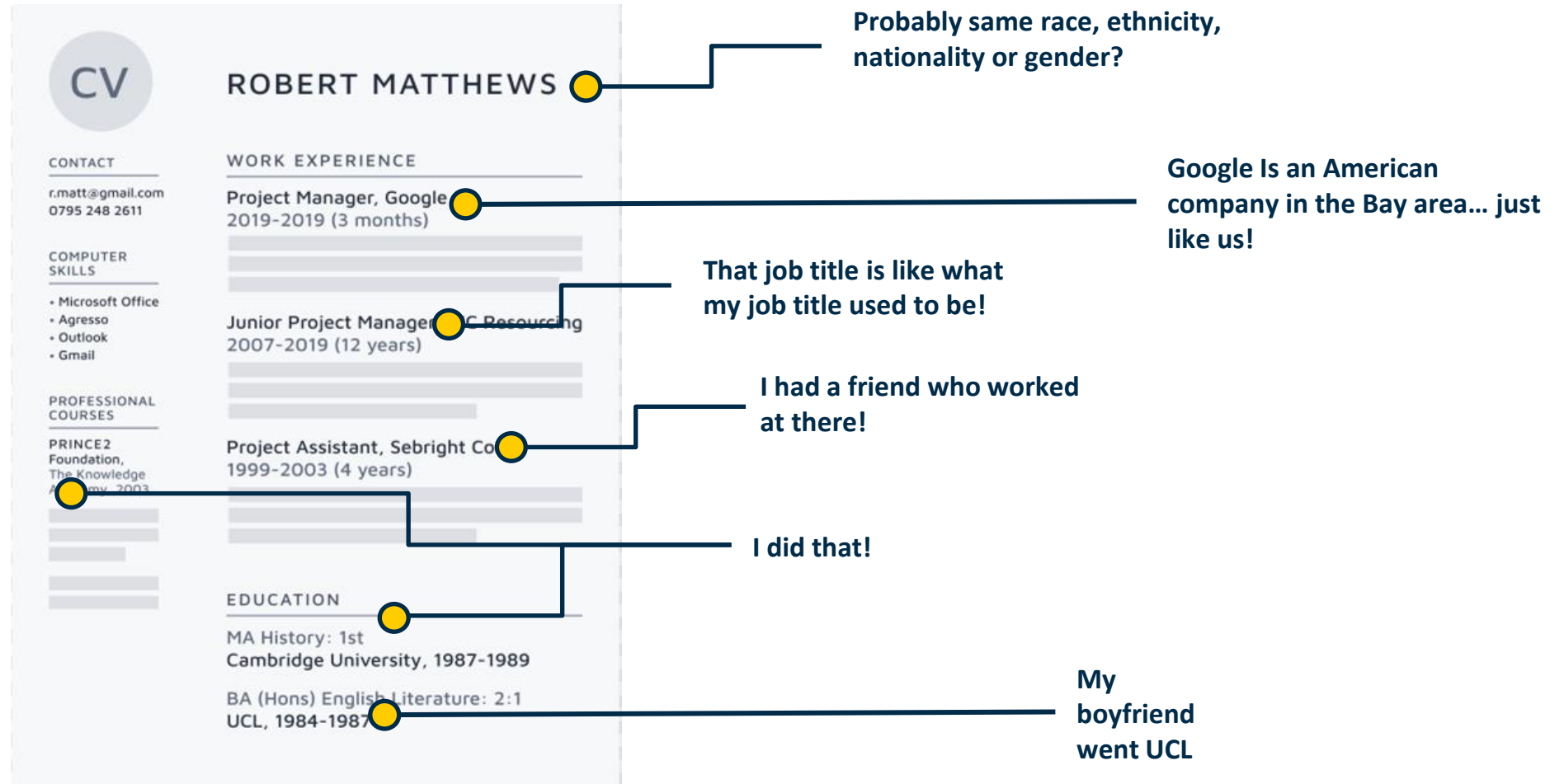


Remove the opportunities for bias wherever possible



Optimise the way we look at information and make decisions

# With just affinity bias..



# Removing Bias opportunities trap



## 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

## Groupthink

My manager thought he's the strongest candidate so...

## 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



Test skills directly wherever possible. Rely less on “proxies” and make less assumptions.

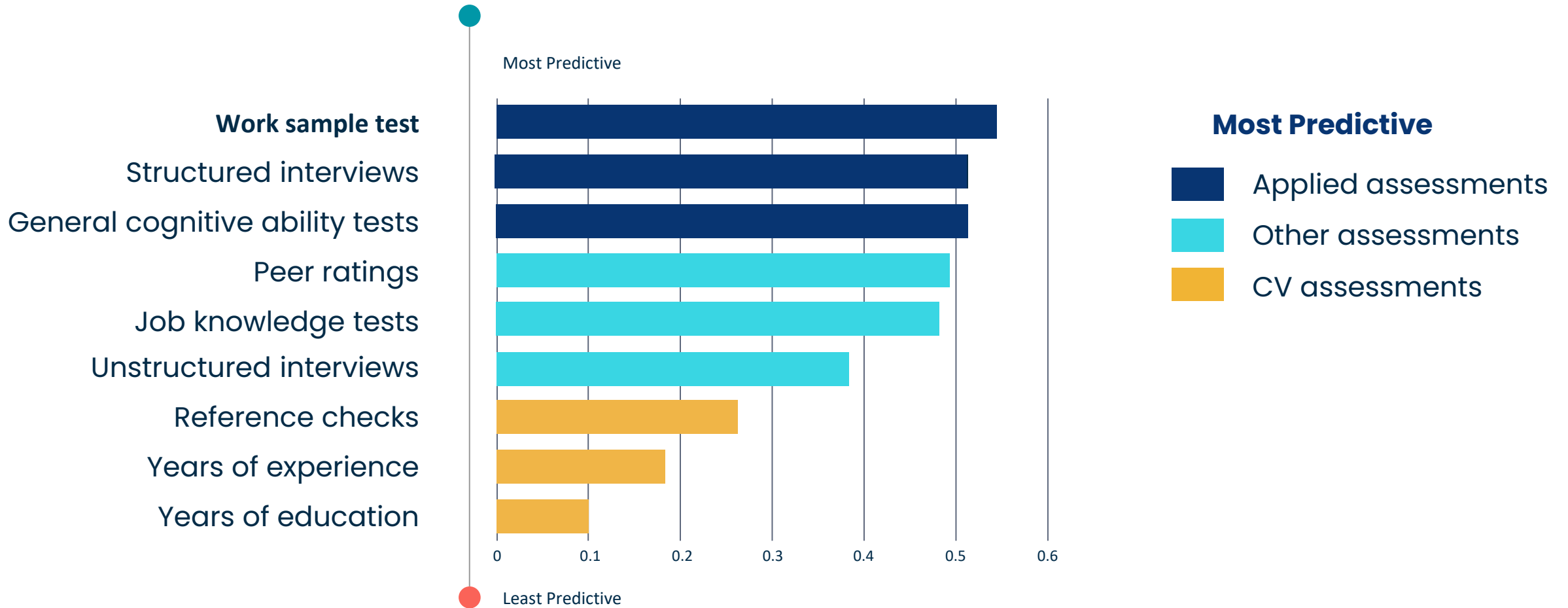


Remove the opportunities for bias wherever possible



Optimise the way we look at information and make decisions

# There are better predictors of performance.



# Show not tell

**Tell me about a time** when you sold this software product



**Come in with** a 10 minute pitch on this software product

**When did you** work on code as part of a team using C++?



**Let's do some** coding together!  
Do a pair coding program.

**Tell me about a time** when you analyzed data for commercial purposes



Take ½ hour to analyze this data and then **talk us through it.**

**Tell me about** your experience teaching kids age 7-10



**Come teach** a class

# Example : Communications Director

## Type of task

**Product Knowledge**

**PR & Journalism**

## Example work sample question

You are pitching *this (link)* press release about a new product we've launched

The journalists you reached to at major newspapers tell you they don't have space for such topics during the COVID-19 crisis.

Write an email responding with why they should publish.

## Skills / Aptitudes

**Persuasiveness**

**Writing Skills**



# Example : Communications Director

## Type of task

**Technical  
Architecture**

## Example work sample question

A few users have complained about very slow load times on the apply flow of the app.

These pages are built using server rendered js and jquery.

What extra information would you look for?

What things would you think about doing to improve the load times?

## Skills / Aptitudes

**Attention to detail**

**Problem Solving**

# Example : Communications Director

## Type of task

Customer Support

## Example work sample question

We've received the below email an angry user.  
Draft a response in under 200 words.

Dear X

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.

Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

Warm Regards  
Disgruntled Customer

## Skills / Aptitudes

Writing Skill

Emotional Intelligence

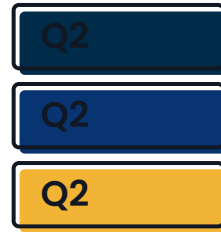
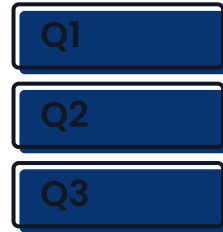
# The Ideal Screening Process

CVs > WORK SAMPLES > ANONYMISE > CHUNK > RANDOMISE AND REVIEW > RECONSTITUTE



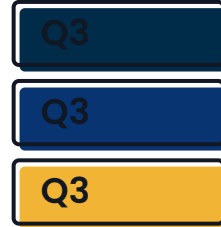
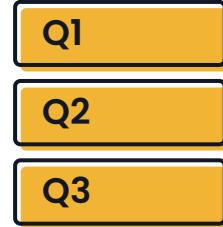
Q1	2★	1★	2★
Q1	2★	3★	2★
Q1	4★	5★	3★

Mrs Blue		4.0
Q1	4★	
Q2	5★	
Q3	4★	



Q2	3★	3★	4★
Q2	5★	5★	4★
Q2	3★	2★	2★

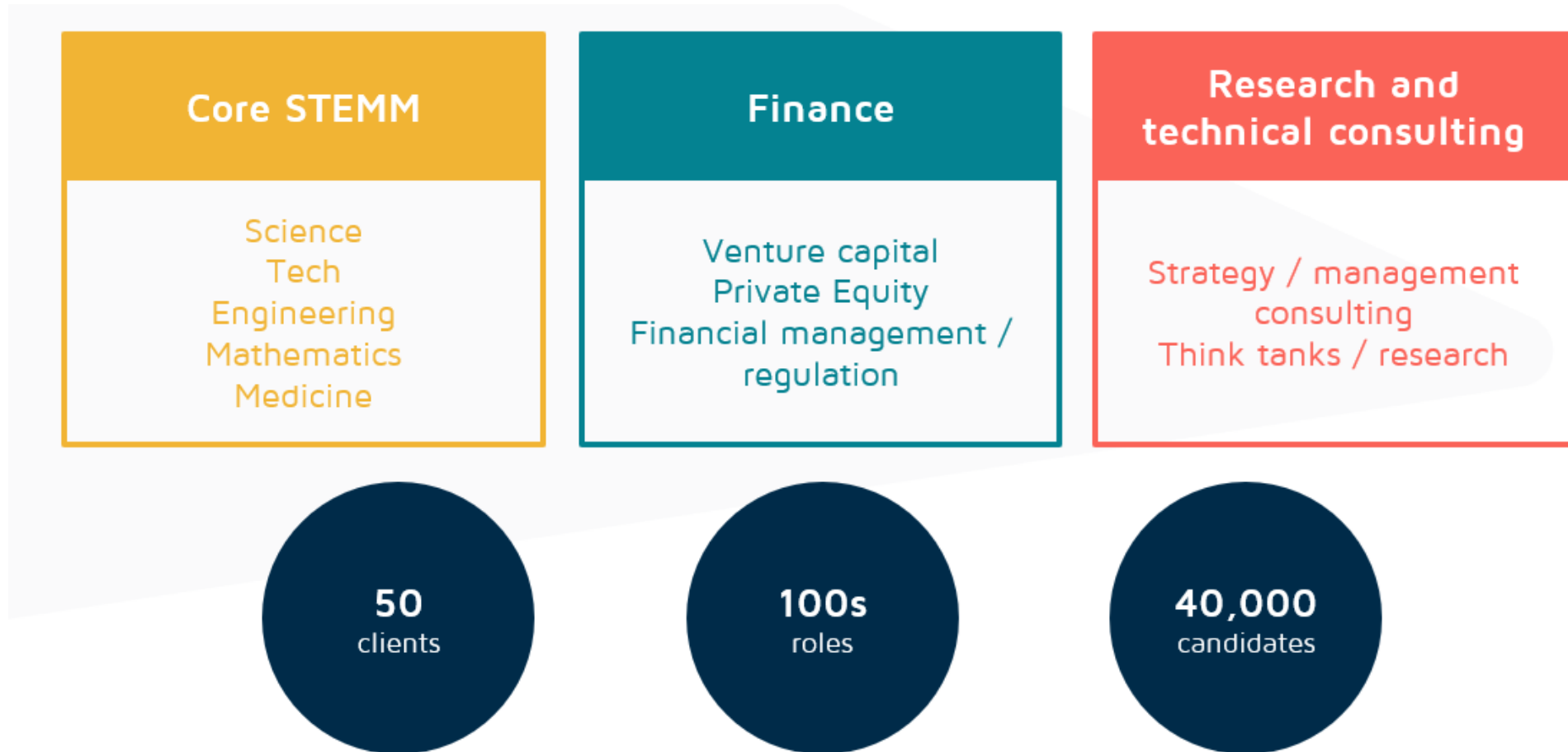
Mr Gold		2.0
Q1	2★	
Q2	2★	
Q3	1★	



Q3	1★	2★	1★
Q3	4★	4★	4★
Q3	3★	3★	2★

Ms Aqua		3.0
Q1	2★	
Q2	3★	
Q3	3★	

# A closer look at our data

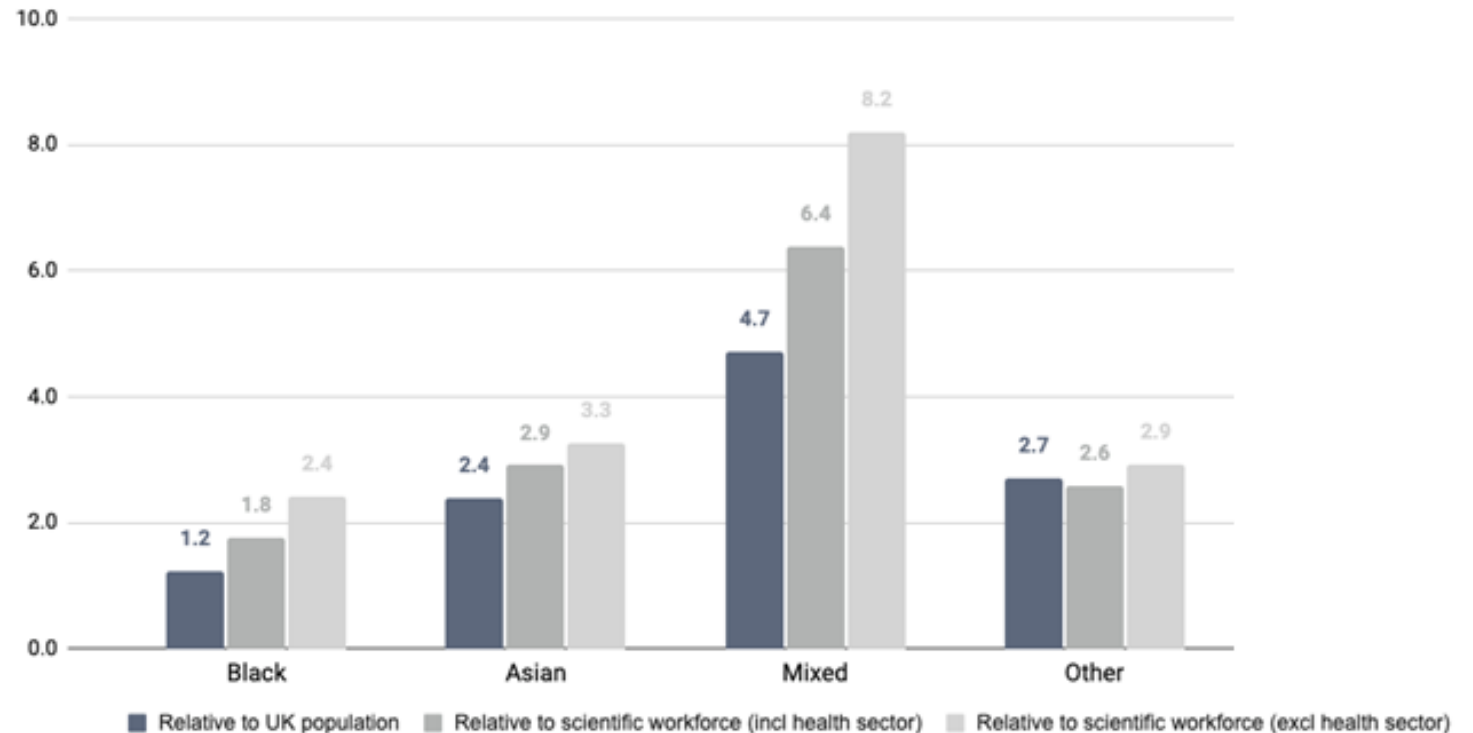


# De-biased hiring

A debiased process resulted in teams hiring

**2.4 - 3.4 times**

as many candidates from under-represented ethnic groups



# Some of The Benefits of Applied



**2-4x**

Attraction & selection of ethnically diverse candidates\*



**60% New Talent**

Candidates would have not been found with CV's



**9/10**

Average candidate rating across 400,000+

# Some of The Benefits of Applied



**22.5%**

Boost in First  
Year Retention



**3x**

Increase in Interview  
to Hire ratio



THE MODERN HOUSE





# Transform how you hire.

Push back against conventional hiring that perpetuates systemic biases. Recruitment software that predicts the best candidates and creates the best teams.





# START

- ✓ Anonymise the CV's
- ✓ Get 2-3 people check applications
- ✓ Check them in different orders
- ✓ Replace a cover letter with work sample questions
- ✓ Make your interview questions more “work sample” like (Show not tell!)
- ✓ Score everything! Follow the numbers
- ✓ Don't over index academics and experience



Thank you.